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# FINANCIAL TIMES

FRIDAY FEBRUARY 10 1995



Koreuns in Europe Samsung leads the charge



Volker Rühe Defence minister with a mission



**Managing crises** The lessons learned from Kobe



**TOMORROW'S** Weekend FT

The night the innocents died

### World Business Newspaper

# Finland's two leading banks announce merger

Leading Finnish banks Kansallis-Osake-Pankki and Union Bank are merging to create a bank with total assets of FM300bn (\$63.5bn). Their union - Nordic banking's most dramatic recent restructuring move is designed to produce annual cost savings of FM1.5bn by closing up to 375 out of their combined total of 775 branches and cutting staff numbers sharply from 18,100. Page 15; Lex. Page 14; Back-

Six charged with insider trading: The US government charged six people with insider trading in stocks that were takeover targets of telephone giant AT&T. Prosecutors alleged the accused, acting on tip-offs from two ex-AT&T employees, made \$2.6m profit between 1989 and 1993.

Peace talks session breaks down: Sinn Féin's delegation walked out of the latest session of Northern Ireland peace talks with the UK government after claiming the meeting might have been bugged. Page 8

Minister appeals to reason: UK finance minister Kenneth Clarke appealed for "sensible and informed debate" about a single European currency as he tried to quell controversy over the issue within the ruling Conservative party, Page 14; Editorial Comment, Page 13

UK income gap widens: Inequality of income in Britain is at its highest since the second world war and has been growing faster than in any developed country except New Zealand, a report says.

**Shuttle spacewalk ends early:** Astronauts Mike Foale and Bernard Harris spent almost three hours walking in space as part of the US space shuttle Discovery's eight-day mission. They returned to the shuttle early complaining of cold.

South Africa JSE Gold Index 2.600 ----1,600 Jul 1994 --- 95 -

Johannesburg gold shares leapt by 7.4 per cent, pushing the gold index up 113.7 points to 1,654.4. Behind the rise were a firming of the bullion price and a return to the market of local small buyers. The surge in the gold index helped lift the overall index by 64.8 points to 5,252.3. Expectations of strong corpora results made for slight gains in industrials but the financial rand's continued strength put off foreign investors. Page 32

Backing for Spain's PM: Felipe González won a tactical victory in parliament when Catalan nationalists joined his minority socialists to back a motion that should ensure his government's medium-term stability. Page 2

Portugal plans privatisation: Portugal's cabinet approved plans to privatise Gescartao, the cardboard and packaging division of state pulp and paper group Portucel. The government aims to raise Es250bn (\$1.59bn) from sell-offs this year. Loan for

Pakistani Christians face death: A Pakistani court was reported to have sentenced two Christians - one a boy of 14 - to death for hlasphemy minst Mohammed. The defendants, who denied the charge, can appeal to the provincial high court.

Quake toli rises: Rescuers searched rubble in Pereira, western Colombia, for survivors of Wednes day's earthquake, which killed at least 37 people and injured more than 230.

Japan to budget for Kobe aid: The Japanese government plans to draft a supplementary budget to fund reconstruction of the Kobe area, which was devastated by last month's earthquake. Page 4

Daimler plans Russia move: German industrial group Daimler-Benz is discussing investing some DM700m (\$456m) in Russia. Its Mercedes-Benz vehicle arm is in talks with southern Russia's Ulyanovsk car plant over a deal to make trucks, jeeps and diesel engines.

Irish minister quits: Irish junior finance minister Phil Hogan quit amid controversy about leaks of the government's budget statement. He admitted that part of the hudget was faxed to news-papers from his office almost four hours before being announced to parliament.

Russia unveils treasures: St Petersburg's Hermitage Museum unveiled three 19th century paintings not seen since Soviet soldiers took them from the ruins of Nazi Germany 50 years ago. A full "hidden treasures" exhibition opens next month.

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Rabin maintains firm stance on tougher action against Islamic extremists

# Mideast talks fail in peace push

By Julian Ozame in Jerusalem

The crisis in Israeli-Palestinian peace talks deepened yesterday when a summit meeting between Mr Yitzhak Rabin, the Israeli prime minister, and Mr Yassir Arafat, tha Palestinian leader,

hroke up with no progress. The two leaders failed to revive the stalled peace process or negotiate a lifting of Israel's closure of the Gaza Strip and West Bank, linked by Israel to a need for tougher action by Palestinians against Islamic extremists.

Israeli officials said Mr Rabin's tough stance on closing Gaza and the West Bank, tantamount to an economic blockade, signalled his determination to maintain pressure on Mr Arafat to take further security measures.
Palestinian officials warned

that Mr Rabin was playing a dangerous game of hrinkmanship, and that the blockade, which prevents 60,000 Palestinians reaching work in Israel and obstructs the free passage of Palestinian exports, had only eroded support for the peace process. "I think there is a crisis, a real

crisis," said Mr Yassir Abed Rabbo, bead of culture and information in Mr Arafat's adminis-Mr Alam Juppé, the French for-eign minister who met Mr Arafat in Gaza after the summit, said the peace process was at a criti-cal point and warned of the con-

sequences of a breakdown in negotiations. "An interruption of the peace process would have catastrophic consequences for the whole region and for international stability," said Mr Juppé, wbo is tion on a Middle East tour.

Israel tried to play down the

perception of a crisis and said Mr Arafat and Mr Rabin would meet in a week to resolve the problems in the long-delayed implementa-tion of the peace process.

"There were differences but by no means would I describe this as a crisis," Mr Rabin said. He also said Mr Arafat must take control of law and order.

"From our standpoint, the main, dominant consideration is the matter of security," he said. But Palestinian officials said Mr Arafat had taken substantial measures in recent days, includclosing the main offices of the hardline Damocratic Front for the Liberation of Palestine and arresting activists alleged to be involved in attacks on Israelis. Palestinian officials said that,

in unchanged Gaza, talk is of a second intifada .......Page 4

despite these tougher measures, Mr Rabin refused to make any concessions on the long-delayed release of up to 6,000 Palestinian prisoners, easing the closure, implementing safe passage corridors between Gaza and Jericho. and speeding up the extension of Palestinian self-rule to the West Bank. They said Mr Rabin had met Mr Arafat's considerable security gestures with even stronger demands, including widespread prosecution of Islamic extremists and the extra-dition of guerrillas involved in attacks to Israel.

Even Israeli officials conceded Mr Rabin was making a clear link between Mr Arafat's security measures and progress in all aspects of the peace process in a strategy designed to win back Israeli public support for the pro-



Yassir Arafat (left) and Yitzhak Rabin leave their meeting in the Gaza Strip yesterday

# BAe to market Saab-Scania's new fighter

principle had been reached, but

By Bernard Gray in London and Hugh Carnegy in Stockholm

Saab-Scania, the Swedish aircraft manufacturer, has agreed that British Aerospace will handle the international marketing of its latest generation JAS 39 Gripen fighter aircraft.

The move is the latest stage in the consolidation of the Euro-pean defence industry after the end of the cold war, with Saab co-operating more closely with BAe. Initially the agreement is to market the aircraft, but if significant export sales are won, manufacturing work is likely to be

The deal represents the first step in reducing the number of fighter manufacturers in Europe - three advanced aircraft are being designed in Europe, compared to only one in the US.

Saab has an order for 140 of the Gripen from the Swedish air force, which may huy a further 150. The company, however, has failed to win any exports, while BAe has an extensive international marketing network. Sweden has spent SKr60hn

(\$8bm) on development of the Gri-pen so far, and Saab has an ambi-tious target of 500 sales by the end of the century.

many contract details had still to be worked out. For BAe, marketing the Gripen would fill a gap in its aircraft portfolio. It would be able to offer the Hawk advanced jet trainer, the Tornado strike aircraft, the Eurofighter 2000 topof-the-range twin engined fighter. or the Gripen as a cheaper single engined alternative.

BAe has already helped Saah

with aspects of the Gripen's wing design and in manufacturing using new composite materials. The aircraft has been dogged by a series of development problems, including a crash at a

The Gripen faces tough competition in export markets from the French Rafale and four-nation Eurofighter, as well as existing US jets such as the Lockheed F-16

and McDonnell Douglas F-18. "We don't have the international network or the experience or contacts that the UK has from selling defence equipment for decades to other nations in different parts of the world," said Mr Kai Hammerich, information

chief at Saab-Scania. Saab-Scania, wholly owned by

Investor, the main investment vehicle of the Wallenberg family empire, says its aircraft offers competitive performance at a price pitched below other fighters being developed. As well as the marketing agreement with Saah, and strong overseas sales of its Hawk and Tornado aircraft, BAe will be the largest partner in the production of the Eurofighter.

# Second Crédit Lyonnais rescue planned

Shares in Credit Lyonnais, the troubled state-controlled French bank, jumped 6.5 per cent yester-day on reports the government is preparing to follow last year's bail-out with a second rescue

Even though the bank will be ohliged to contribute to the cost of the rescue package, the prospect of a solution to Credit Lyonnais' problems pushed up the shares. The non-voting stock closed FFr21 up at FFr345.

The government's aim is to help keep France's largest bank trading in line with international solvency rules, but to do so with the minimum of aid.

It wants to avoid upsetting Credit Lyonnals' competitor banks, the European Commission's state aid controllers and. most important during the current presidential campaign. French voters. Some of Mr Edouard Balladur's rivals for the presidency are beginning to cite Crédit Lyonnais as evidence that he does not have the French taxpayers' interests at beart.

Last year, the state provided the banks with FFr23.3bn (\$4.39bn) of new capital and guarantees. Credit Lyonnais hived off FFr42bn of doubtful property loans into a special company underwritten to the tune of FFr18.4hn by the government, which together with the bank's other public sbareholders also ted FFT1.9bn no But for the first half of last

year the bank group still recorded a FFr4.5hn net loss, after taking FFr8.9bn in provisions, and the second half is said to have been not much better.

So, this time the government and the bank are negotiating a plan to take off the bank's balance sheet a much larger amount of assets, up to FFr100hn according to a report in yesterday's Les Echos newspaper, and to place them in another special statehacked "structure". This would reduce the balance sheet and therefore the hank's need for fresh capital to maintain its liquidity ratio at a minimum of 8 per cent of own funds to total

Continued on Page 14

# shared between BAe and Saab. BAe said thet an agreement in Britain's music industry earns £571m in exports

By Robert Chote and Martin Muiligan in London

Britain's music industry now rivals its steel industry as an export success story, according to figures published yesterday by British Invisibles, the trade lobbying group.

But with only one artist currently in the US top 30 singles chart, Britain is relying on the past efforts of ageless superstars such as Elton John and Phil Collins to keep the money rolling in. The music industry's exports were almost donble the value of its imports in 1993, earning a net 2571m (\$885m) for the UK's balance of payments. Exports only outstrip imports to this extent in a few niche industries such as tobacco, caravans and wallcover-

The bulk of the industry's earnings came from "invisible" sources like royaltles for recordings and live performance fees, rather than exports of "visible" goods such as records, compact discs and instruments. Of the industry's total overseas earnings in 1993, invisibles accounted for £799m, visibles £359m. The music industry's net over-

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seas earnings were nearly five times as large as the British film industry's, while British television was running a trade deficit of £115m. Recording, music pub-lishing, musical theatre and live performance are all net overseas earners, but Britain has a trade deficit in musical instruments.

Mr Richard Branson, founder of the Virgin music label, said: "We do invest a great deal more in local talent than most other countries. We are fortunate that British music sells well in 70 or 80 countries around the world. French bands and German bands do not translate so well." Mr Ashley Abram, director of

CONTENTS

Box Music and editor of the best-selling Now That's What I Call Music compilation albums, said the UK sold music to the rest of the world, including reissues of recordings by the Beatles.

Ms Jill Leyland, economic soul singer, is the UK's lone artist in the US top 30 singles chart. And the Cranberries, an Irish band, are the closest Britain comes to a top seller in the more

technology minister, said: "No one disputes the importance of music in everyone's lives, but what may not be so obvious is the financial benefit the UK econ omy derives from music."

Fleures released vesterday by the Central Statistical Office showed that the UK's overall trade in visible goods dropped further into the red in November last year, with the deficit rising to £640m from £553m in October.

adviser at British Invisibles, said the recording industry's earnings came largely from back catalogues of established artists like Eric Clapton. But the financial strength of British music was not reflected in the world's current hit parades. Des'ree, the female

lucrative album market Mr Ian Taylor, the trade and

# STRATEGIC ALLIANCES Penetrating New Markets

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FT World Actuaries

Setback over

new Polish PM

Prospects for the early formation of a new Polish government

Prospects for the early formation of a new rollsh government appeared to dim yesterday when Mr Jozef Oleksy said he would only decide next week whether to accept the post of prime minister. Earlier this week leaders of the governing coalition – under pressure from President Lech Walesa to

change the prime minister - agreed to let Mr Waldemar

Pawlak, the present premier, step down and put Mr Oleksy,

the speaker of the parliament, forward for the post. A communique issued after Mr Oleksy met Mr Waiesa yesterday noted

laconically that the two men had "talked about the most

important problems of our country".

Later Mr Oleksy confirmed the president had reacted "in a

reticent way" to his candidature and added that "everything is quite complicated". Mr Oleksy has to make sure the coalition – the Left Democratic Alliance (SLD) and the Peasant party

Ine Lett Democratic Amance (SLD) and the Peasant party (PSL) - can continue to work together in a new administra-tion. The PSL is smarting from the loss of the premiership and meets today to discuss tactics. Christopher Bobinski, Warson

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EUROPEAN NEWS DIGEST

CROATIA

# Croatian war fears grow as talks stall

he danger of a fresh war in Croatia yesterday loomed larger after its rebel Serb leaders froze negotiations aimed at normalising political and economic ties with the Croatian government

They said the freeze would bold unless Croatia reversed its decision to expel 12,000 UN peacekeepers when their mandate expires on March 31. The UN placed troops in Croatia in March 1992 to protect the for-mer Yugoslav republic's Serb minority. Zagreb insists that the troops do little more now than cement Serb territorial claims made during the sixmonth war between Croatia and rebel Croatian Serbs, backed by the Yugoslav army. That war erupted when Croatia broke away from Yugo-

Mr Milan Martic, the Croatian Serb leader, yesterday said his people in their self-pro-claimed Serbian republic of Krajina "would now start preparing for war". They fear attacks from the Croatian government if Zagreb sticks to its decision to expel the UN peace-

The demand for a UN troop pull-out is raising tension, writes Laura Silber

keepers. Serbian Krajina comprises three enclaves in Croatia which object to any peace set-tlement that would make them part of Croatia again. The largest enclave, Krajina proper, lies in south-central Croatia. International mediators have so far tried in vain to persuade Zagreb to change its mind on expelling UN troops. Although the Croatian government has not openly declared that it intends to pursna military action against Krajina when the UN forces leave, diplomats believe this would be inevita-

ble. Mr Peter Galbraith, US

ambassador to Croatia, yester-day again warned Zagreb that

tary moves to crush rebel Serbs. "We state clearly that we shall not support Croatia if it chooses the military option."

If the UN peacekeepers withdraw, diplomats fear a resur-gence of fighting in Krajina could lead to a wider Serbo-Croat war. They are currently attempting to persuade Belgrade and Zagreb to back a compromise plan. This would appear to entail

Serbian recognition of Croatia in exchange for the renewal of the UN mandate there and the easing of UN sanctions on Belgrade, Mr Dusan Bilandzic, a senior Croatlan diplomat, yesterday admitted that an agreement along those lines was being discussed.

This would lay the ground

for talks on a plan put forward last month by US, Russian, European Union and UN mediators. The plan offers a broad measure of autonomy to two municipalities in Kraiina. But the decision by the Krajina Serbs late on Wednesday dented these quiet diplomatic bopes and raised faars of

renewed conflict. In the stronghold of Knin, the Serb assembly voted unanimously to freeze additional talks with Zagreb on confidence building measures and also declared a war alert. This will remain in effect until the UN mandate is The decision did not, for the

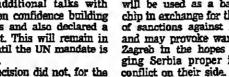
Serb held areas in Croatia

time being, cancel recent accords on the reopening of the Belgrade-Zagreb motorway and an oil pipeline which both pass through Serb-held territory. But Mr Milan Babic, the Krajina "foreign minister", made clear this hard-won economic agreement could be quashed. "Ask our people whether they would rather be fat Croats or thin Serbs," he said. President

Slobodan Milosevic of Serbia might like to jettison the Krajina Serbs. They fear that they will be used as a bargaining chip in exchange for the lifting of sanctions against Belgrade and may provoke war against Zagreb in the hopes of dragging Serbia proper into tha

BELGRADE

Bosnia. Clasbes intensified enclave in north-western Bosnia, which is sandwiched between Serb-held territory in Croatia and Bosnia.



conflict on their side. "In case of aggression by Croatia no Serb anywhere can remain neutral," said Mr Babic. . The rising tensions in Croatia yesterday had an immediate impact on neighbouring round Bihac, the Moslem

# **Catalans** fall in behind González

By Tom Burns in Madrid

Mr Felipe González, Spatn's prima minister, yesterday won a parliamentary victory that is likely to ensure stable government for the rest of the year. Catalan nationalists closed ranks behind his minority

Socialist party in parliament to endorse a joint policy motion which allows Mr González to avoid a dissolution of parliament during the Madrid presidency of the European Union in the second half of this year. It also gives the premier breathing space from the string of political scandals that have dogged him since he was re-elected for a fourth term in June 1993.

The motion, drawn up by the Socialist party and Convergencia i Unió (CiU), the Catalan nationalist coalition, focuses on continued fiscal austerity by the Madrid administration and on swifter devolution to regional authorities, in particular to Catalonia's Generalitat government. It also provides hallast for the prime minister should municipal and regional elections on May 28 bear out opinion polls indicating strong gains for the conservative Par-

tido Popular (PP) opposition.

The Catalan support was sufficient to carry the motion supporting the government at the end of a two-day state of the nation debate. During the debate the PP had called on Mr González to bold general elections in tandem with the other polls at the end of May.

The prime minister received a setback, bowever, when Judge Ventura Pérez Mariño, an independent whom be had co-opted on to the Socialist party lists at the last general election and who sits on the government benches in parliament, broke with the party, saying that Mr González should resign and dissolve parliament

Judge Pérez Mariño bad recently voiced his concern that the government was attempting to block investiga-tions into its alleged involve-ment in death squads that fought an undercover war against Basque separatists in the 1980s. His stand was a blow to Mr González's attempts to restore the credi-bility of his administration in the face of the corruption con-

Ahead of the judge's resignation call, Mr Joaquin Almunia. parliamentary leader of the Socialist party, said the "goverament is guaranteed, there no vacuum". Mr Joaquin Molins, leader of the CiU in the Madrid parliament, said his group had demonstrated its ability to work with the Socialists and had made clear

its support for Mr González. CiU backed the government'a last two budgets but had kept its distance from the socialist government, refusing Mr González's persistent offers to join it as a junior partner. Yesterday's joint motion was the first to be publicly presanted by both parties and sought to dismiss allegations that the Catalans were lukewarm in their support for the government.

Analysis said the motion should bring back calm to the domestic markets. "The mar-kets are now shrugging off the Spanish instability factor,"

# Irish junior minister resigns Mr Phil Hogan, a funior Irish finance minister, resigned yesterday after admitting leaking details of Wednesday's budget statement. Mr Hogan, 35, a member of prime minister John Bruton's Fine Gael party, admitted responsibility for the faxing of a four-page message to two Dublin newspapers some four hours before Mr Ruairi Quinn, finance minister, delivered his budget space.

his budget speech.

The resignation followed a parliamentary row after Mr Bruton apologised to the Dail. Mr Hogan told MPs that the mistake was due to "a lack of clarity in instructions" be had given to officials in his department. His departure is the first upset for the seven-week-old Fine Gael-led coalition, which

took power after the collapse of the former Fianna Fail Labour administration over a judicial appointment scandal in December. John Murray Brown, Belfast

Court upholds advertising ban

The European Court of Justice ruled yesterday that EU states can ban the broadcasting of television advertisements promoting distributors. It was making a preliminary ruling on an action brought in France by importer Leclerc-Siplec against French television companies TF1 and M6 for not accepting some of its advertisements. At issue is a French law, designed to protect small traders, that bars distributors from television advertising. TF1 and M6, although defendants in the case agreed with Leclerc-Siplec that the ban was contrary to EU law and wanted it lifted. In its ruling, the Luxembourg based court said neither EU treaties nor the "television without frontiers" directive precluded the ban. It said the ban was not contrary to EU law as it covered all distributors, did not affect intra-EU trade or competition, and did not prevent French companies advertising through other media. Reuter, Lucem-

### Tietmeyer describes attack

Mr Hans Tietmeyer, Bundesbank president, testified yesterday in the trial of Ms Birgit Hogefeld, an alleged Red Army Faction terrorist. One of the charges is that Ms Hogefeld obtained a getaway car for terrorists who carried out a 1988 highway ambush on Mr Tietmeyer, when he was a state secretary at the federal finance ministry. Describing the attack, Mr Tietmeyer said he was reading

files in the back seat of his chauffeured limousine when "there was suddenly a hit". He said: "I looked up and stared into the firing guns". His driver sped to the next police station with flat front tyres. Mr Tiehneyer and the driver were not hurt. but there were 15 holes in the side of the car.

Ms Hogefeld, 37, is also accused of killing Mr Edward Pimen al, a 23-year-old US soldier, in 1985 in order to steal his identification card. The card was used to gain access to Rhein-Main Air Base south of Frankfurt which was bombed, killing two people and injuring 23 others. She is also charged with helping to bomb and destroy an unoccupied, newly constructed prison in Weiterstadt, near Frankfurt, in 1993 and murdering a policemen during her capture the same year. AP,

### EU labour rules 'too complex

Europe's employers called yesterday for a moratorium on European Union labour laws and said some current rules should be simplified or abolished. They also said the new European Commission should pay more attention to what industry wanted and stop ruling from the top down. Unice, a federation of industry and employer groups from 25 European countries, said the Commission should put business competi-tiveness at the top of its agenda. Mr Zygmunt Tyszkiewicz, the group's secretary-general, said: "Europe is higher than anyone else in costs, more rigid than anyone else on flexibility and it lacks skills."

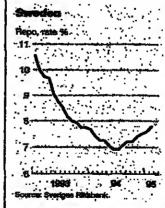
In a paper given to Mr Jacques Santer, Commission president, the group said businesses, especially small ones, needed relief from bureaucracy and regulations. "The main objective [hn social policy] must be to reduce manpower costs...to increase the flexibility of the labour market and to raise the skills level of the workforce," it said.

Unice also called for the completion of the single market and argued that the Commission should be quicker in its regulation of monopolies. It said employers would like the Commission's power in this area to be increased to make it simpler for companies to apply for clearance of proposed mergers. "We want a one-stop shop on concentrations," Mr Tyszkiewicz said.

Reuter, Brussels

# **ECONOMIC WATCH**

# Sweden raises rates again



Swaden'a central bank yesterday raised short-term interest rates for the fourth time since August. The move was in response to fears of resurgent inflation, despite government forecasts that price risea this year will remain within the bank's target cailing of 3 per cent. The Riksbank raised its key "repo" - or repurchase - rate by 20 basis points to 7.80 per cent and simultaneously adjusted upwards the floor and celling of its short-term 95 interest rate "corridor" by 50 basis points, setting deposit basis points, setting deposit

rates at 6.50 per cent and lending rates at 8.50 per cent. The bank said inflationary pressures and expectations had resulted from an upswing in the economy. Any misgivings the Social Democratic government has about Riksbank policy will be softened if the short-term rate rises help cut long-term rates, which stand more than 3 percentage points above benchmark German rates, threatening to choke off growth. Hugh Carnegy, Stock-

■ French industry – especially the car, semi-finished goods and consumer goods sectors – expects its investment to rise by 14 per cent this year after falling 4 per cent in 1994, a survey of business leaders by Insee, the national statistics office, showed. Another Insee survey showed that French consumer confidence fell in January to minus 21 per cent from minus 17 per cent in December.

■ Poland had a current account deficit of \$198m in December. hringing the shortfall for the whole of 1994 to \$944m. ■ Consumer prices in Bulgaria rose 3.9 per cent in January from December, when prices climbed 5 per cent.

Investigation will test Brussels' commitment to air transport liberalisation

# Kinnock to probe Iberia funding plan

Mr Neil Kinnock, the new European transport commissioner, announced yesterday be is to open an investigation into plans by the Spanish gov-ernment to fund Iberia, its lossmaking airline, with Pta130bn (\$984.8m) of state aid. The probe - likely to take several months - will examine wbether the application by Spain to rescue its Ilsg-carrier infringes EU rules on state aid. It will be seen as a test of Brussels' commitment to air transport liberalisation.

The case follows several controversial payments to stateowned airlines last year. It is especially sensitive as this is the second time Spain bas requested permission from the Commission to bail-out the carrier. Three years ago the Com-mission authorised a Ptal20hn capital injection for the airline. Approval from the Commission a second time would therefore contravene its commitment to so-called "one-time last-time" payments to assist long-term restructuring plans.

Mr Juan Manuel Eguiagaray, the Spanish industry minister. yesterday raised the stakes by claiming refusal to grant the aid would be "unacceptable". "We could never accept an

interpretation of the treaty that makes it impossible to state aid to Iberia," be said, following a meeting with Mr Kinnock in Brusseis. Madrid has cited the sharp fall in the peseta as a key rea-

state aid should be allowed and

has said thet, without it, the company risked bankruptcy.

ian state airline, is expected to seek permission from Brussels for a recapitalisation of about L1,500bn (\$928.79m) as part of a restructuring programme now under way, Alitalia has repeat-edly stated that the restructuring plan would meet the Commission'a one-tima last-time

Iberia submitted a restructuring plan and applied for new atate aid in December last year. It later withdrew the request after it revised its costcutting plans following wildcat strikes which led to wage concessions and redundancies.

The decision to investigate the Iberia case has to ba approved by tha College of European Commissioners before it can formally be



opened. A decision is unlikely to be made for several months. Neil Kinnock; early test for new commission.

# Ecu sets tills ringing at Belgian bank

Day One of the third and final stage of European monetary union, a bard core of countries irrevocably fix their exchange rates.

In what Mr Andre Swings, general manager at the Flemish bank, describes as a "pragmatic big bang", Kredietbank will account in the European currency unit, open accounts in Ecus, and dispense cash from machines displaying parallel transactions in Ecus and Belgian francs - services, which in some cases, are already on offer.

"You can go into any branch of Kredietbank in Belgium and say you want to open an Ecu account, and no one will look at you strangely." says Mr Swings. "They won't ask you, as Lloyds bank asked my wife in London if yoo are talking about escudos."

To British Euro-sceptics for wbom a single currency remains a far-off fantasy dreamt up by federalist enthusiasts, such advanced preparation may come as a surprise. But not in Belgium, famously pro-European and one of five EU member states expected to sign up to a single currency,

# Belgium's Kredietbank when, on One bank is determined not to be caught off guard, says Emma Tucker

possibly in 1997, but more likely in

"We Belgians have long ago come to the conclusion that we are not the centre of the world, unlike the Germans and the British," says Mr Swings. "So as a Belgian bank we have long been active in many foreign currencies and it was years ago that we decided that all our computer systems should be multi-currency."

Today, about a quarter of the bank's foreign exchange business is carried out in Ecus providing, alongside the dollar, most of the dealing-room's profits; the daily average turnover in and Ren14bn (\$14.9bn-\$17.4bn) and Krediethank acts as an profficial "central bank" for Ecus, soaking up But its commitment to a single

overnight what is left in the market. currency came long before the days of multi-currency computers and million

the European unit is between Ecul2bn

Belgian foreign exchange regulations, the then president of Kredietbank, Mr Fernand Collin, decided to pursue the idea of the European payments unit - a system created in 1951 by the monetary authorities of 17 central banks but

disbanded in 1958. The bank set about commercialising its own invention - the European unit of account - and in January 1961 attracted its first client: Sacor, a Portuguese oil refinery that had virtually no access to international capital. Kredietbank issued a bond denominated in the European unit of account, worth the equivalent of \$5m and which ran for 17 years. "We created a kind of currency but we called it a European unit of account. It did not physically exist but we

accounted in it," says Mr Swings The practice continued for 20 years, with other banks gradually making use of the idea. A year after the Ecu basket

linchpin for a fledgling European monetary system, Kredietbank opened its first Ecu account - a time deposit account for the European Commission. A few years later it dropped its own creation to concentrate on the Ecu.

Mr Swings, who saw the whole process evolve, is today a personal crusader for a single European currency. When he travels, he carries Ecu travellers' cheques; in his wallet lies a gleaming Ecu Visa card; and employees who travel on business in Europe are charged with three tasks. They must take Ecu travellers' cheques with them, they must attempt to pay their hotel bills with them, and they must report on the results to Mr

But he is worried that other European banks have not yet caught

on. "The pragmatic big bang scenario could be perfectly applied by one bank quite on its own," he said in a recent speech in Parls. "Yet it would clearly be beneficial to the whole Union if it were to be applied by as many banks as possible in as many EU member states as possible. I am confident my bank will be ready in time. Will yours be

# Ecu deals. In the 1950s, frustrated by of currencies was born in 1975 as the CIS unity ritual will mask two-tier divide

John Thornhill and Chrystia Freeland preview the summit of the former Soviet republics

ben he opens the summit meeting of leaders of the Com-monwealth of Independent States in Alma Ata today, Kazakh President Nursultan Naz-arbayev is likely to push his visiou of a closely knit "Euro-Asian Union" along the lines of Although the meeting is

likely to conclude with the ritual avowals of ever closer co-operation among all 12 members, behind closed doors CIS leaders are expected to move further towards the creation of a two-tier union. The troika at the heart of the inner tier is Russia, Kazakh-

stan and Belarus. The three republics took a formal step towards Mr Nazarbayev's cherished vision of integration last month, with the creation of a customs union. Last month Kazakhstan and Russia took the radical decision to combine their armed forces.

For Russia, which has been offended by western criticism of the war in Chechnya, closer ties with its former Soviet comrades has taken on a fresb are likely to raise gentle objec-

tions to Russia's intervention in Chechnya, the summit offers President Boris Yeltsin a valuable opportunity to show thet the Kremlin is still conducting business as usual and that the Russian Federation, rather than losing control of regions within its own borders, is actually cementing ties with other former Soviet republics.

But Ukraine, whose participation is vital if the full Euro-Asia union Mr Nazarbayev advocates is to emerge, is likely to balk at any serious aurrender of national aovereignty. This would have the effect of creating a second tier of more loosaly affiliated republics within the CIS. At a preliminary meeting of foreign ministers yesterday the Ukrainian and Azeri ministers led opposition to closer union.

The often chilly relationship between Ukraine and Russia warmed earlier this week, when deputy prime ministers from the two countries initialled a friendship treaty, due to be signed by the two Slavic presidents at a summit meeting. But although the treaty was described by ona Ukrai-nian leader as "a big step



towards integration", in reality the draft was initialled only after Russia conceded on two points which the Ukrainians saw as vital to protect their

A fundamentally different attitude towards Russia continues to divide those CIS republies, such as Kazakhstan, which hope for closer integration and the more indepen-

dently minded states, led by Ukraine.
Ukraine, which spearheaded the creation of the CIS in 1991 as a mechanism for dissolving the Soviet Union, continues to view Russia'a dominant position in the region as a poten-tial threat. Mr Leonid Kuchna, the Ukrainian president, who campaigned last year on a pro-Russian platform but has since been adament in his defence of Ukrainian sovereignty, voiced these fears in an interview earlier this week. "At the moment we are

playing with one set of goalposts. Russia is standing at the penalty spot and scoring goals against everyone," Mr Kuchma said. Closer integration would be possible, he said, only after the CIS states had developed roughly similar economies, but for the time being Ukraina would focus on bilateral rela-

As the second most powerful state in the former Soviet Union, Ukraine has the clout to buck the re-integrationist trend. But for weaker states such as Kazakhstan or Belarus, closer ties to Russia within the formal equality of the CIS are an appealing alternative to the effective domination which Russia already exercises. With a large ethnically Russian population which inter-

mittently expresses a desire to separate from Kazakhstan and join Russia, Kazakhstan is in a particularly vulnerable position. Mr Nazarbayev's longstanding strategy to defuse these separatist tensions has been to lead the call for re-integration, but through an organisation in which Kazakhstan would have at least some formal measure of equality. While some moves towards

closer military and foreign policy co-ordination are likely today, experience suggests the CIS will remain a cardboard cut-out for same time to come. The experience of the CIS up to now is that not a single decision taken is working."

said Mr Kuchma. The Ukrainian leader's sceptical view was echoed by western diplomats in Moscow, who suggested that no matter how many documents are signed at this CIS summit, actual implementation is unlikely. Chechnya's other loser,

美物温泉的

# customs deal

By Caroline Southey

The Greek government yesterday dealt a blow to Euro-pean Union efforts to break the deadlock over an EU customs union with Turkey by rejecting a provisional agreement

reached earlier this week.

A deal struck in principle by foreign ministers on Monday would have led to Greece lift-ing its veto on an EU-Turkey customs union in return for a timetable for Cyprus joining the EU around the turn of the

century.
"We studied the issue assiduously and the position of the Greek government is negative," Mr Evangelos Ventzelos, the Greek government spokesman, said after a cabinet meet-

ing. A Greek spokesman in Brussels said Athens required concessions on four points. The first two related to the accession talks. Greece wanted a

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definite undertaking that negotlations on Cyprus's accession would begin six months after the completion of the EU's inter-governmental conference, as well as a structured procedure for accession similar to the enlargement arrangements for eastern and central Euro-

The Greek government also wanted mention of specific sums of money to be excluded from a Ecu1bn (£790m) EU financial aid package agreed for Turkey, as well as financial assistance to help restructure Greece's textile industry. If these points are not met, our veto stands," the Greek spokesman said .

The objections surprised officials in Brussels where negotiations were taking place yesterday among permanent representatives of the member

Although the agreement was subject to approval by the gov-ernments of the 15 member states, there was general opti-mism that the deal could be signed on March 6.

There may be some room for manoeuvre on textiles. But objections to money go to the heart of the agreement and Greek intransigence on this could lead to the deal being derailed," an official close to the talks said.

However, he said the strong hope was that the member. states could still reach an agreement as "great advances" had been made in the talks so

John Barham in Ankara adds: Mr Murat Karayalçin, Turkish foreign minister, said last night: "We think this is a situation between Greece and the European Union. This an internal development that Turkey cannot evaluate."

From this it can be inferred that Mr Karayalçin believes the arrangement agreed at Monday's meeting of EU foreign ministers still stands.

# Greeks veto Italian duo who are no longer in league Robert Graham reports on the formal split facing the Northern League after its brief taste of power Tof the downfall in parliament. Of the national vote, returned 117 deputies and 60 senators to parliament.

of the downfall in December of Mr Silvio Berlusconi's government in Italy are likely to spread fur-ther this weekend when a latent split in the Northern eague of Mr Umberto Bossi is expected to be formalised at a three-day congress in Milan.

A significant minority has

A significant minority has signalled its dissent with the position of Mr Bossi, who forced the resignation of the Berlusconi government by pulling out of the right-wing coalition. This group, led by Mr Roberto Maroni, the former interior minister and long-time. interior minister and long-time friend of Mr Bossi, has organised a rival congress in Genoa on Sunday.
The breakaway faction

believes their future lies with the centre-right alliance led by former prime minister Berlus-coni, the leader of Forza Italia. Mr Bossi, still committed to reating an Italian state with power devolved to the regions. says he will remain in the centre and seems ready for a return to the political wilder-ness from which he emerged

four years ago. The 58 year-old political leader has indicated he will offer to resign before the congress. But supporters see this as a tactic to head off criticism of his highly personalised leadership and his decision to sabo-



Better days in the Northern League for Umberto Bossi (left) and Roberto Maroni. At the weekend they are bolding rival congresses

tage the Berlusconi government in which the League had five ministers.

Mr Bossi played a vital role in bringing about the collapse of Italy's discredited post-war political system. But the break-up of the League will radically reduce the influence of the movement, both in its electoral heartland of northern Italy and in national politics. Italy's new first-past-the-post electoral system is pushing the parties into two broad electoral alliances. A smaller, more iso- to underwrite the idle unprod-

lated League, could encourage the re-emergence of separatist tendencies espoused by a hard-core of supporters.

The League was formed by Mr Bossi and a small group of friends in the early 1980s in the rich industrial towns around Milan as a regional autonomy movement. Mr Bossi's massage, propagated with the scarcest of resources, was sim-ple: the corrupt politicians in Rome were syphoning off hardearned savings from the north

nctive south. He proposed greater regional autonomy and a vote for a new political force that would oust the long-ruling Christian Democrats and

In the 1987 general elections, the League returned one dep-uty and one senator (Mr Bossi). By the next election in 1992, the League presence had swelled to 55 deputies and 25 senators, taking away a large slice of the former Christian Democrat and Socialist vote in purely regional movement, the north, and appealing espe-

cially to small businessmen and the self-employed. With strong roots in Lom-

bardy, the Veneto and Pied-mont, plus an expanding presence in Liguria and Emilia Romagna, the League was an essential ally for Mr Berlus-conl's political ambitions, and the media magnate accepted that 75 per cent of the candidates in the North be of the League in the March 1994 general elections. As a result, a parliament.

This anomalous situation created permanent tension between Mr Berlusconi as prime minister and Mr Bossi as the League's leader. Mr Berlusconi regarded the League deputies as elected by his votes and treated Mr Bossi as a querulous subordinate. Mr Bossi could only assert his strength by continuous threats to withdraw his support. The showdown came in December when Mr Bossi tabled a no-confidence motion against the gov-

Yet if he hoped the collapse of the government would initiate the disintegration of Mr Berlusconi's year-old Forza Italia - with part going to the proved wrong. Forza Italia has held together and it is the League which has split.

Even before the year-end : steady stream of deserters had left, and now 50 of the 177 parliamentarians have realigned. The bulk have formed temporary independent groups. On their own and without the charismatic appeal of Mr Bossi, the League dissidents stand little electoral chance, Mr Bossi, meanwhile, must chose between being a minor player in a new centre-left alliance or

# Dasa may fight BAe over new aircraft role

two companies for the design lead on

the Airbus A330/A340 family of civil

Dasa is thought to be even more

By Bernard Gray, Defence Correspondent

Daimler-Benz Aerospace, the aircraft subsidiary of Daimler-Benz, is likely to fight against British Aerospace for the lead rule on wings for the proed Future Large Aircraft (FLA)

military transporter. It had been expected that BAe would be allocated the design work on the FLA's wings, following the UK's decision in principle to rejoin the programme last December.

The FLA project is to be managed by Airbus Industrie, and BAc has designed and built wings for previous generations of Airbus airliners. The company has a large wing design

tect BAe's leading role in wing competition was held between the

The UK defence procurement minister, Mr Roger Freeman, said last airliners, which BAe won. However, week that Britain was likely to rejoin

Executives at Dasa have told BAe and Aérospatiale that Dasa intends to become the 'premier aerospace company in Europe'

before the end of the year provided because it increasingly resents being cost and design criteria for the FLA

Dasa was known to have been keen to complete the wing design work oo for Airbus, while France and the UK FLA. It now appears that its disap-

determined to win wing work now,

control the more advanced technolo-

forced to do what it regards as mun-

dane work manufacturing fuselages

ties to manufacture all parts of aircraft, giving it primacy within Airbus and the ability to go it alone if it

However, a Dasa spokesman rejected that idea, saying: "We at Dasa are good European partners." Despite that. Dasa executives have told executives at BAe and Aérospatiale that Dasa intends to become the "premier aerospace company in

The agreement to place the assembly of the A321 airliner at Dasa's mt in Hamburg was the first step in its expansion plans; obtaining the wing manufacture of the FLA is intended to be the next move.

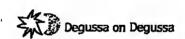
If Dasa does choose to push hard

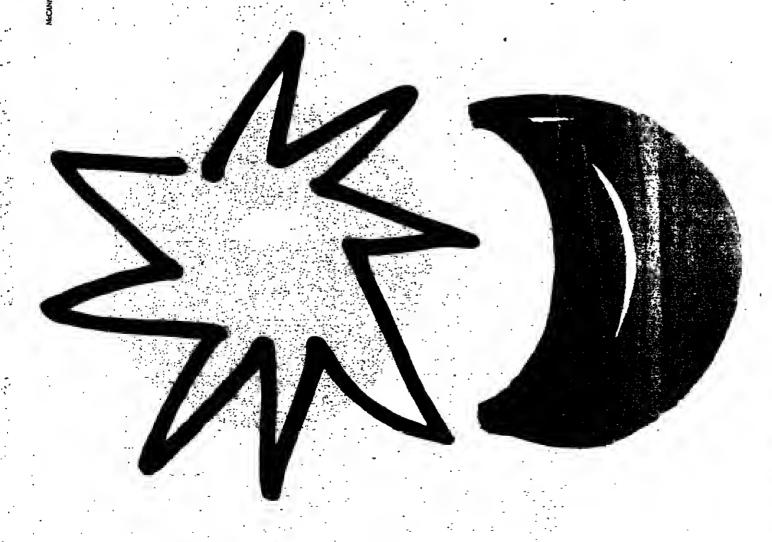
the Airbus consortium. British ministers have also expressed strong support for its wing technology. "BAe's plant at Chester is very impressive, and I can see little economic point in duplicating that ability elsewhere in Airbus," said Mr Freeman.

The German ministry of defence also privately acknowledges that there is little justification for a second Airbus wing plant for the FLA. However, Dasa feels under threat

as the prospect of a reduced level of work in its other large military proj-

Germany now seems likely to order only 140 of the next generation of the Eurofighter, rather than the 250 originally planned. Unless a compromise





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# Rao reshuffles cabinet as elections loom

Mr P V Narasimha Rao, India's prime minister, yesterday reshuffled his cabinet as state elections which could determins the future of his Congress (I) government got under

Five new ministers were appointed to a cabinet depleted by a string of sackings and resignations following Congress's defeats in regional polls last November. The reshuffle is the second since Mr Rao became prime minister in 1991.

Mr Rao is under pressure to strengthen his grip on a party torn by dissent. Earlier this week his leading critic. Mr Ariun Singh, was expelled from the Congress party after resigning from the cabinet in

Mr Rao has recalled to cabi-net Mr Madhavrao Scindia, an Oxford-educated scion of the ruling family of Gwalior and a

loyal Congress stalwart.
Mr P Chidambaram, a Harvard-educated lawyer and former home, personnel, and commerce minister, is appointed a minister of state. Mr Chidambaram is widely edmired in industry for his strong sovocacy of India's economic

reform programme.
Mr Chidambaram resigned as commerce minister in 1992 after disclosing that his wife had bought shares in a company implicated in the \$1.3hm Bombay stock market scandal.

sian aircraft leased by the government-owned Indian

Other cabinet appointments include Mr Buta Singh, a for- 12 MPs joined the Congress (I) mer homs minister in Rajiv

Mr Scindia quit as civil avia-tion minister in January 1993 after accepting moral responsi-bility for the crash of a Rusata Dal government in 1989. Mr Singh's elevation is seen as a reward for supporting Mr Rao in a crucial no-confidence vote in December 1993 when he and

P A Sangma, junior labour minister, and Mr G Venkataswamy, have been elevated to cabinet rank.

The new incumbents were sworn in by President Shankar Dayal Sharma yesterday, but their portfolios have yet to be

# WORLD BANK FINALISES \$700m BANK REFORM PACKAGE

Dr Mahathir's vision of the

world is straightforward

enough: the countries of the

west, frightened by east Asia's

economic success, are out to undermine the region. Various

weapons are employed: the

west tries to interfere in the

internal affairs of east Asian

countries. It talks sanctimo-

niously about the environment

and human rights. Worst of all.

it seeks to use trade issues and

form trading blocs to slow the

ent" says Dr Mahathir. "They

do not wish developing coun-

tries to continue to be competi-

Their objective is transpar-

east Asia economic express.

The World Bank has finalised a \$700m (£452m) loan package to help reform India's state-owned banks, Reuter reports from New Delhi. The package, India's largest World Bank loan, will help restructure the capital of six pub-lic sector commercial banks and offer them technical assistance.

A contingency facility will assist the development of the foreign exchange market in India, according to a government statement.

1993-94 (April-March) financial year.
According to the statement, the loan

The six banks are Bank of India, Allahahad Bank, Dena Bank, Indian Bank, Syndicate Bank and Indian Overseas Bank. Total assistance for the participating banks for capital restructuring is \$300m and for technical assistance \$150m. Between them, the banks lost Rs25.67bn (£534m) in the

"will enable the banks to upgrade management systems, improve efficiency and, through a public equity issue in future, reach the capital adequacy norms which have been adopted in India as per international standards." The contingency facility "will pro-vide eligible banks liquidity assurance

to assist an orderly development of the foreign currency lending market by offering them an option to borrow funds under stipulated conditions during financial market disruption".

The loan "will also assist the country in sustaining financial liberalisation, institutional development of public sector commercial banks and integration into global capital markets".

# How Malaysia discarded its fear of China

A new alliance is emerging to counter western influence. Kieran Cooke reports state including China, and Japan, but exclude those which

ot so long ago Malay-sta was deeply suspi-cious of China. There were few contacts between Kuala Lumpur and Beijing. Visits to China by Malaysians were strictly controlled.

in a change as profound in its way as the breaking down of barriers between west and east Europe, old regional perceptions and paranoias have

been jettisoned. Now Dr Mahathir Mohamad, the Malaysian prime minister. talks of the deep friendship between Kuala Lumpur and Beijing, "We oo longer regard China as a threat," Dr Mahathir told a recent Malay. sia-China forum in Kuala Lumpur. "We prefer to see China as a friend and partner in the pursuit of peace and prosperity in the region."

Malaysia, along with other countries in sonth-east Asia, was once concerned about the threat of China expanding its political and military influence in the region.

The traditional view was that China might use the region's sizeable community of Chinese - the hua chiao or overseas Chinese - to export communism and revolution. Malaysia, where the economically powerful Chinese make Malaysia's trade with China: deficit to surplus



up about 35 per cent of the population, was concerned that any growth in China's influence in the country would lead to bloody inter-racial strife with the majority Moslem

Malaysia and China are also involved in territorial disputes along with several other countries in the region over the Spratlys, a group of islands in the south China sea.
But these problems have

been hrushed aside and a new relationship has blossomed. The opening up of China's economy has been one reason for the change. Cash-rich Malaysian companies, often controlled by Malaysian Chinese with old family ties in China, have rushed into China in search of contracts. Companies from China are also investing in Malaysia: recently released statistics show that

China-based concerns have

invested more than M\$560m (£140m) in projects in Malaysia. But Dr Mahathir not only sees China as a business opportunity. He also judges Beijing to be a vital ally in what he sees as a battle between the developing and developed world and, more specifically, a battle pitching the emerging economies of east Asia against

From Delhi to Tokyo, Dr Mahathir trumpets his theo-ries. They find a ready response in many countries. The message is that this newly confident, economically successful region can teach the world a thing or two. In Japan a book, An Asia That Can Say No: A Card Against The West, written jointly by Dr Mahathir and Mr Shintaro Ishihara, a popular right-wing Japanese politician, has become a best eller.

In Beijing, Dr Mahathir's views find an enthusiastic audience. Malaysia has been a strident critic of western attempts to link China's human rights record to trade. It has also been a keen supporter of China's attempts to join the World Trade Organisa-

In return, China has lent its support to the Malaysia-inspired idea of an East Asia Economic Caucus (Eaec), an economic grouping to link the region's economies. Dr Mahathir sees the Eacc as a vital counterweight to what he perceives as trade blocs emerging in Europe and North America. The East - one commentator referred to it as a "Caucus without the Caucasians" would group the countries of

Malaysia feels do not belong in the region, mainly the US and Australia. The East has become a cen-

tral plank of Malaysian policy. On a recent visit to Japan the Malaysian leader offered his bosts a deal: say Yes to the Raec and the war will be for-gotten. "If you really wish to made amends for your past, this is your chance," said Dr Mahathir. "If you think that we should co-exist then the Ease is a step towards co-existence, towards mutual help, towards closer and more meaningful relations among east

Asians. Though Malaysia has expended considerable diplomatic energy on the Ease, the idea has still not got off the ground. Japan does not want to risk offending the US, which has been firmly opposed to the caucus, Other countries in the region, notably indonesia, have given only a lukewarm response to the Malaysian pro-

posal. Dr Mahathir is now turning more and more to China for support. Hardly a week goes by without some high-ranking Malaysian delegation visiting Beijing. Old fears about Chinese expansionism have apparently disappeared. A new alli-ance is being built in Asia. ASIA-PACIFIC NEWS DIGEST

# Japan to budget for Kobe aid

Mr Tomiichi Murayama, the Japanese prime minister, yesterday said his government plans to draft a new supplementary budget by the end of this month to finance the reconstruction of the Kobe area devastated by last month's earthquake. But he again refused to rule out the possibility of tax increases as a means of paying for the repairs.

Mr Murayama, speaking at a press conference, said the supplementary budget, which he hoped would be ready by February 24, would include funds for the construction of temporary houses for the victims of the January 17 earthmake, and the disposal of pubble and of damaged and call quake, and the disposal of rubble and of damaged and collapsed buildings. He repeated his earlier denial of any plans to hasten the increase of consumption tax from the current 3 per cent to 5 per cent, planned for 1997, as a means of footing the bill. But the prime minister declined to comment on whether other tax increases were under consideration. "It is important to secure the sources of necessary money and it is also important to win public understanding of the matter," he said. Estimates of the earthquake damage range from Y9,500bn (251.9hn) to Y15,000bn; more than half of which could fall to the government. Gerard Baker, Tokyo

China plans part in HK polls

The Xinhua news agency, China's de facto embassy in Hong Kong, has said it will play an active part in local elections in the colony next month and in September. Mr Qin Wenjun, s vice-director of Xinhua, said the agency would assist political parties in "inter-party co-ordination", a remark which suggests it will sdopt a much higher profile in local political affairs. Mr Qin's admission follows a call a week ago by another senior Xinhua official for "patriots" in Hong Kong to participate in polls next month and in September. Mr Qin said: "Everyone wants to see enthusiastic participation by local people in elections. And they also do not want to see all of the seats going to a single party." Simon Holberton, Hong Kong

Australia-NZ relations 'at low'

Relations between Australia and New Zealand have sunk to an all-time low, Mr Don McKinnon, New Zealand's foreign minister, warned in Sydney last night. Mr McKinnon's comments are the bluntest acknowledgment yet that a recent dispute between the two countries over aviation access, and lack of follow-up progress on the Closer Economic Relations (CER) free trade deal, have seriously jeopardised Trans-Tasman relations. The impasse bodes ill for the Asia-Pacific Economic tions. The impasse bodes in for the Asia-rathic bottomic Co-operation (Apec) Forum, he added. "Certainly in the last three months, New Zealand cabinet ministers... say that we have reached an all-time low in the relationship with the Australian government. I cannot make it any clearer than that," he said. Nikki Toit, Sydney

Fears of Australian rate rise

Fears that Australian interest rates may rise again in the medium term were reignited yesterday after monthly wages data started to show signs of wage inflation. Average weekly ordinary-time earnings of full-time adults rose by 1.6 per cent in the three months to November, bringing the increase over the past year to 4.2 per cent. The annual rate of wage inflation had previously stood at about 3 per cent, and the 1.6 per cent rise for the quarter was well above market expections. Concern about wages was partly allayed by the January jobs data – unemployment edged up to 9 per cent, having fallen from 9.3 per cent in November to 8.9 per cent in December on a seasonally adjusted basis. Nikki Tint. Sydney

**NEWS:** INTERNATIONAL

# In unchanged Gaza, talk is of a second intifada

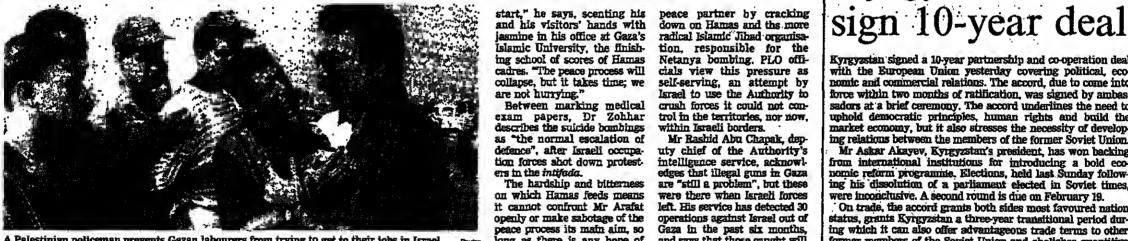
David Gardner visits the Palestinian city where many say that the peace and Arafat are failing

he only grass now growthe cemeteries. The talk in this teeming, dirt-poor strip of land where Palestinian hopes of statehood are making an unpromising start is of a second intifada, the six-year long uprising which led Israel to conclude it could no longer hold on to the territories it conquered in the 1967 six-day war.

The peace process between the Palestine Liberation Organ-isation and Israel brought PLO leader Yassir Arafat back to the Gaza Strip and Jericho in the West Bank eight months ago to set up the first shaky foundations of his incipient Palestinian Authority. By now, Israel should have pulled back its troops on the West Bank to allow the Authority's "autono-mous" power to spread and the PLO to seek legitimacy

Instead the peace process looks paralysed and the mood is ugly on both sides. Israel continues to expand its settlements around Jerusalem and in the West Bank, where they loom from hilltops like crusader castles. In the Gaza Strip itself, Israel still maintains 18 settlements, provocative little

Islamist radicals, who in any case reject the peace process as a sell-out, have launched suicide bomb attacks in the heart ance of s shambles, its most of the Authority: They



A Palestinian policeman prevents Gazan labourers from trying to get to their jobs in Israel

of the Jewish state. The most recent, on January 22 at Netanya, north of Tel Aviv, killed 21 Israelis.

In response to the attacks, the Israelis have sealed off Gaza and the West Bank for a total of eight weeks since the Authority arrived. This starves the prostrate Palestinian economy of wages earned across the borders in Israeli construction, services and agriculture, estimated by the government to be worth \$700m in a full

Moreover. Mr Arafst's administration, packed into makeshift buildings and lurching from one emergency meetmanifest presence being 14,000 heavily armed police.

In the refugee camps people routinely describe as corrupt the well heeled, well armed "outsiders" Mr Arafat hrought from the PLO'a Tunis headquarters. The promised flow of slowly to give Gazans any feeling that the peace process is improving their living stan-"Pesce is made on the

ground," says Mr Saeh Erakat, the Authority's minister for local government and elec-tions. "The people of Gaza and Jericho are unable to feel the

fight for their own position, to be princes, not for those who actually brought them here."
A native of Jabalia camp where the intifuda started, be says: "I expect a social revolu-tion within less than two years," and "it will turn against the Authority, which will behave just like any other

Arab government."

More birid predictions come from Dr Mahmoud Zohhar, the public face of Hamas, the largest Islamic fundamentalist group in the territories, which PLO officials and local academics reckon has about a third of popular support compared with about half for Mr Arafat's Fatah faction.
"I think a new intifoda will

Islamic University, the finishing school of scores of Hamas cadres. "The peace process will collapse, but it takes time; we are not hurrying." Between marking medical exam papers, Dr Zohhar describes the suicide bombings as "the normal escalation of

jasmine in his office at Gaza's

defence", after Israeli occupation forces shot down protesters in the *intifada*.

The hardship and bitterness on which Hamas feeds means it cannot confront Mr Arafat openly or make sabotage of the peace process its main aim, so long as there is any hope of success. Much of its support

depends on the perception that

peace and Mr Arafat are fail-Indeed, Dr Zohhar's formal position is disarmingly close to mainstream Palestinian opinion, calling for Israeli with-drawal to pre-1967 borders and "the right to elect our own representatives; nons of us elected

Yassir Arafat's supporters insist he wants the elections which the Israelis put off last July held soon. "We cannot have one man giving legitimacy to a government," says his spokesman, Mr Marwan Kanafani. "It must be the other way round." But Mr Yltzhak Rabin's government insists Mr Arafat first establish his legitimacy as s

radical Islamic Jihad organisa tion, responsible for the Netanya bombing, PLO officials view this pressure as self-serving, an attempt by Israel to use the Authority to crush forces it could not control in the territories, nor now, within Israeli borders. Mr Rashid Abu Chapak, dep-

uty chief of the Authority's intelligence service, acknowledges that illegal guns in Gaza are "still a problem", but these were there when Israeli forces left. His service has detected 30 operations against Israel out of Gaza in the past six months, and says that those caught will be tried and sentenced. But Mr Chapak insists that "the wayto deal with Hamas and Islamic Jihad is not to try to crush them, but to fasten on to their more reasonable points of view. Repression would rein-

force their popularity."

Mr Kanafani says: "We have not fought for so long to have a civil war now." At first he dismisses talk of a new imifada, but then concludes that "we're on the verge of an uprising, or of making the whole thing Mr Erakat is also uncomfort-

able with the idea, but warns that "if this peace process collapses, the consequences will be much more than an intifada, and for the whole

INTERNATIONAL NEWS DIGEST

# Kyrgyzstan, EU

Kyrgyzstan signed a 10-year partnership and co-operation deal with the European Union yesterday covering political, economic and commercial relations. The accord, due to come into force within two months of ratification, was signed by ambassadors at a brief ceremony. The accord underlines the need to uphold democratic principles, human rights and build the market economy, but it also stresses the necessity of develop-ing relations between the members of the former Soviet Union. ing relations between the members of the former soviet union.

Mr Askar Akayev, Kyngyzstan's president, has won backing from international institutions for introducing a bold economic reform programme. Elections, held last Sunday following his dissolution of a parliament elected in Soviet times, were inconclusive. A second round is due on February 19.

On trade, the accord grants both sides most favoured nation status, grants Kyrgyzstan a three-year transitional period during which it can also offer advantageous trade terms to other former members of the Soviet Union and abolishes quantitive restrictions between the EU and Kygyzstan. The accord also liberalises transfer payments and capital movements, stresses intellectual property rights and urges co-operation in a range

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Mali gold mine to reopen

Ghana's Asbanti Goldfields and Johanneshurg Consolidated Investment (JCI) of South Africa bave won mining and explo-ration rights for the Kalana gold mine in southern Mali, s government statement said. The mine closed in 1991 due to bad management, but still had an estimated 40 tonnes of gold, Mr Cheikna Diawara, mines minister, said. Production at Kalana started in 1984 under Russian management, but they later pulled out of the operation. The terms of the deal were nmediately available. Reuter, Bornaka

Egypt sell-off oversubscribed

A privatisation offering of 100,000 shares in a mainly state-owned Egyptian clothes company was 25 per cent to 50 per cent oversubscribed in one day of business, one of the stock-brokers handling the sale said yesterday. The sale, on behalf of the Egyptian state's Textile Industries Holding Company, was by sealed bid, with a minimum price of E£200 (£37.38) a share. The highest bidders will receive all the shares they applied for, at the price they bid.

The Kaho offering was the first of its kind in the Persetter

The Kabo offering was the first of its kind in the Egyptian government's privatisation programme. Shares have previously been sold to the public through banks at a fixed price or to other companies after private negotiations. Kabo, which makes underwear for large well-known European retailers and the Egyptian market, made a pre-tax profit of E831.5m in the financial year 1993/4 on total sales of E5129.5m. Reuter, Cairo

Zambia acts on corruption Zambian President Fredrick Chiluba, whose government has

been plagued by corruption charges, yesterday ordered all his ministers and members of parliament to declare their assets and liabilities within 48 hours. It was not clear what had prompted the sudden move, but Mr Chiluba's government has been regularly accused of corruption since it came to power in November 1991. Mr Chiluba, who faces an election next year, last week said that unless his Movement for Multi-party Democracy (MMD) instilled discipline in the party and government, they could forget about a second term in office. The order is, however, being connected to the president's firing two weeks ago of his lands and natural resources minister, Chunlu Kalima, for "gross indiscipline and irresponsibility". AFP. Lusaka

# Angola prepares for a second chance at peace

By Michael Holman, Africa Editor

With the scepticism of guests attending the wedding of a couple notorious for their rows and frequent infidelities, the United Nations this week agreed to give Angola's warring parties a second chance. "Our message to all parties is very

clear: do not make a serious mistake at this crucial time," said US ambassador Madeleine Albright. For the second time in three years,

the world body agreed to monitor Angola's transition from civil war to multi-party democracy. The UN will soon begin the phased despatch of 7,000 troops and civilians to Angola For the UN, it is a chance to restore a reputation dented by the fail-

ure of its efforts in Somalia. For Angola, it may be the la. t chance for peace after 20 years of conflict.

It is remarkable that the peace pro-

cess has got this far. When African leaders arrived in the Zambian capital Lusaka last November to witness the signing of the peace agreement, it

already seemed in danger of collapse. But on the eve of the signing, and behind closed doors, President Robert Mugabe of Zimbabwe bluntly warned Angola's President Eduardo dos Santos that his army, which had launched a ferocious onslaught on Unita bases, was threatening the peace pact that was vital to the

region's hope for prosperity. The lecture from a peer with whom he had much in common - both leaders are at heart autocratic and socialist, both have become reconciled to democracy and economic reform may well have tipped the balance in

Angola's precarious peace process.

Adding weight to Mr Mugabe's strictures was the support of Africa's elder statesman, President Nelson Mandela of South Africa, and fellow leaders of the rest of the front line group of southern African states. It gave Mr dos Santos pause for thought, sav officials who were present. And while Unita's Mr Jonas Savimbi did not attend the Lusaka summit, the

signing went ahead. All sides have learned from past experience, and new factors are at

It has not only been weariness of a war that neither side can definitively win which has brought lasting peace within reach, or the end of the super power rivalry which meant the loss of powerful patrons - the Soviet Union and Cuban troops who backed the ruling MPLA party, and the US and South Africa, who supported Unita. Since the UN's abortive efforts in 1992 to supervise Angola's transition to peace and democracy, the region itself has changed dramatically. Joined by the giant that was once

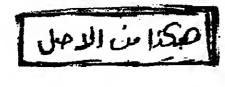
an adversary, southern Africa's leaders are attempting to impose a regional security pact driven by common interests.

At the same time, the UN itself has learned from experience. Only 700 or so UN troops and officials were involved in the last exercise, woefully inadequate for the task. This time, the UN force should be adequate, though UN officials acknowledge that funding the exercise could prove difficult particularly if it fails to win support from US Republicans, notably Mr Jesset peace efforts sie Helms, chairman of the Senate for over experience.

eign relations committee, and long time supporter of Mr Savimbi. Another reason for optimism lies in

the structure of the new settlement. Had the 1992 election not been based on what amounted to a winnertake-all outcome, his supporters may have had second thoughts about resuming the guerrilla war. The renswed peace deal, however, provides for a guaranteed place for Mr Savimbi and Unita in the administration and integrated armed forces.

Yet it remains far from certain that Mr Savimbi will honour his part in the process as long as his answers about his intentions remain ambivalent. The old axiom about second marriages may yet describe Angola's latest peace effort: a triumph of hope



in 111-1 card

# AUSIE A needed a new telephone system, we told them to



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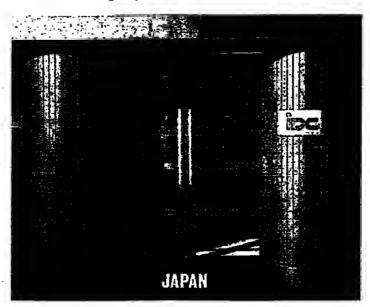
We're not a multinational, a corporation or (heaven forbid) a conglomerate. We're a Federation. Far from charging about the world taking over all and sundry we prefer to work alongside like-minded partners.

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# House passes bills in anti-crime drive

By George Graham in Washington

Republicans are pressing ahead with their drive to rewrite the crime bill President Bill Clinton pushed through Congress last year, winning extra votea from southern Democrats to crush dissent from more left-wing Demo-

Although the Republicans' Contract with America proposed a single crime bill, the Taking Back Our Streets Act", legislative action has been split into separate bills. Congressman Henry Hyde, chairman of the House of Representatives judiciary commit

tee, opened proceedings this week with the victim restitution bill, which would require courts lo order criminals con-victed under federal law to pay compensation to their victims. The measure was passed by 431

But the Republican package became more controversial when debate moved on to bills to curb the hobeas corpus rights of prisoners sentenced

to death and to weaken the exclusionary rule protections provided by the Fourth Amendment to the Constitutlon against unreasonable search and seizure.

The habeas corpus bill, passed by 297 votes to 132, would impose a one-year limit for appeals to federal courts by prisoners sentenced to death by state courts. In exchange, the Republicans offered one additional safeguard against miscarriages of justice by tying the time limit to a requirement that states provide adequate legal counsel

Debate took a turn through the looking glass when the exclusionary rule bill came up. This measure would allow wrongfully seized evidence to be used in court, provided police had an "objectively rea-sonable belief" that they were

acting properly.

Mr Newt Gingrich, Republican Speaker of the House, has urged his followers to read the writings of James Madison, the principal draughtsman of the bill of rights, at the foundation of the US, and later a president. However, the Republican they were proposed as a Democratic amendment – Madison's words in the Fourth Amendment, whereby "the right of the people to be secure in their persons, houses, papers and effects, against unreasonable searches and seizures", was

Yet more bizarre: 73 pro-gun Republicans joined Democratic Congressman Harold Volkmer of Missouri, one of the National Rifle Association's staunchest pillars, to pass an amendment to ensure that the only law enforcement agency not to benefit by looser rules of evidence would be the Bureau of Alcohol, Tobacco and Fire-

The bureau, which is already the target of gun lobbyists for attempts to prevent illegal gun sales, has become a particular bugbear since its botched assault, in 1993 in Texas, on the gun-filled Waco compound of the late David Koresh, prophet of the Branch Davi-dian cult.



George Graham reports from Washington. "He is just turned off at the prospect of how much money he will have to raise to seek the nomination," said Mr Mark Goodin, an adviser to the former vice-president, dismissing speculation that Mr Quayle's recent hospitalisation for blood clots and then appendicitis might have affected the decision.



# William Fulbright dead at 89

Former Senator J William Fulbright, whose stirring criticism of the "arrogance of power" by the US during the Vietnam war made him a hero to activists half his age and anathema to the White House, died yesterday aged 89, after a stroke, AP reports from

He created, in 1946, the international programme to exchange students and scholars that continues with his name. More than 100,000 people from abroad have studied in the US, and more than 65,000 US students and professors have studied abroad, under the programme.

Fulbright's interest in international affairs had appeared early. Shortly after his election to the House of Representatives from Arkansas for the first time, in 1942, he crafted a 55-word resolution stating US support for an international peace-keeping organisation. The United

Nations was established in 1945. Fulbright won his Senate seat for the first time in 1944, after a primary cam-paign in which candidates tried to outdo each other in support for whites' privileges. He said later that this was the only way, in those times, to get elected in the US South.

His book, The Arrogance of Power, was published in 1966 when Fulbright was chairman of the Senate Foreign Relations Committee and the Vletnam War was under way.

It infuriated supporters of the war. "Gradually but unmistakably," he wrote, 'America is showing signs of that arrogance of power which has afflicted, weakened and, in some cases, destroyed great nations in the past. In so doing, we are not hving up to our capacity and promise as a civilised example for the world. The measure of our falling short is the measure of the patriot's duty of dissent."

He said: "The greatest threat to peace and domestic tranquility is not in Hanoi, Moscow or Peking, but in our colleges and in the ghettoes of cities throughout the land.

On Fulbright's staff in the 1960s was a fellow Arkansan, Bill Clinton, then a student at Georgetown University in Washington.
Fulbright's legislative career and his time specification

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30 years in the US Senate ended in 1974. when he lost the Democratic party's nomination in Arkansas to Governor Dale Bumpers, who went on capture the Senate seat.

After his congressional service, Fulbright became a lobbyist, representing various foreign interests, several from Arab countries, via his Washington

# Squaring the Orange County loss

Richard Waters on the wind-up plan for the local authority fund that lost \$1.7bn

towards anding its bankruptcy earlier this week with a plan it hopes will square the interests of local residents with those of finan-ciers on Wall Street. Judging by the cries from the financiers, it still has some way to

go. Tha aoutharn Californian county now says it lost \$1.7bn earlier estimated at more than \$2bn. How it shares out those losses will be the subject of considerable jockeying before a plan can be put before the courts for approval.

Under the proposal put forward this week, the 186 differ-ent municipal and other authorities owed money by the county's investment fund would first get back the \$5.9bn in cash left after the investment losses - equivalent to 77 cents in the dollar.

How - and when - the county repays the remaining 23 cents in the dollar is the hard part. It proposes to do this by issuing new 15-year bonds to its creditors and by extracting cash from the individuals and institutions it blames for the disaster.

Talk of a new class of securities is already making the county's existing bondholders nervous. "What concerns us is the creation of significant new

made provision for satisfying their existing obligations," says Mr Charles Mires, an assistant vice president at Allstate, a US insurer which owns \$30m of Orange County

The new bonds would rank

alongside existing debts -

range County took the financial obligations on the ment strategy led to the losses first tentative step county, when they haven't (after several years of superior investment returns) is among those being sued, as is Mr Michael Stameson, tha Merrill Lynch executive most closely associated with selling Mr Citron many of the investments on which tha county lost

Ultimately, though, it will be

ber of occasions dating back to early 1992.

The plan to wind np the county's investment fund, if adopted in something like its present form, would at least lift the liquidity crunch faced

ron about the riskiness of his

investment strategy on a num-

Poor's, the credit rating agency. Local officials have so far set their face against raising taxes - and anyway, point Ultimately it will be the outcome of the county's court require support by two-thirds of local voters, something that action against Merrill Lynch, which its lawsuit accuses of a high-stakes gamble with taxpayers' dollars, that could prove difficult to determines how much is recovered

Bondholders, equally predictably, are already beginning to talk darkly of a default that will shake the municipal bond marby many local agencies in this ket to its roots, and one which would shut Orange County out of the financial markets for the foreseeable future. Also, they say, county officials have the power to push through a special assessment tax without a vote - though this would be

lossea, officiala now say. Reversing that will leave the

The real crunch will come

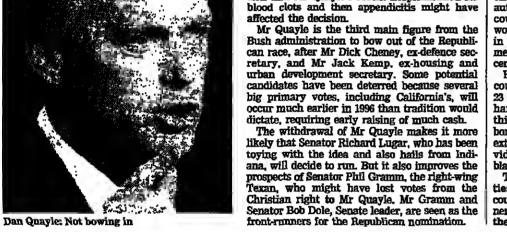
this summer, as more than \$1bn of bonds issued by the

county fall due, says Ms Jane

Eddy, an analyst at Standard &

county further out of pocket.

damaging politically. As the summer repayments draw nearer, and the bankruptcy plan moves closer to court, the question of higher taxes is likely to come increasingly to the fore. If so, local residents, who were responsible for electing Mr Citron trea-surer, will find it difficult to



them with an additional half percentage point on its local The county's school districts would receive most of these bonds, lifting their pay-out level to 90 cents in the dollar. Others would be limited to 80 cents in the dollar (though the county itself, which invested \$2.3hn of its own spare cash in the investment fund, would only receive the 77 cents cash). Any further recoveries coma through the

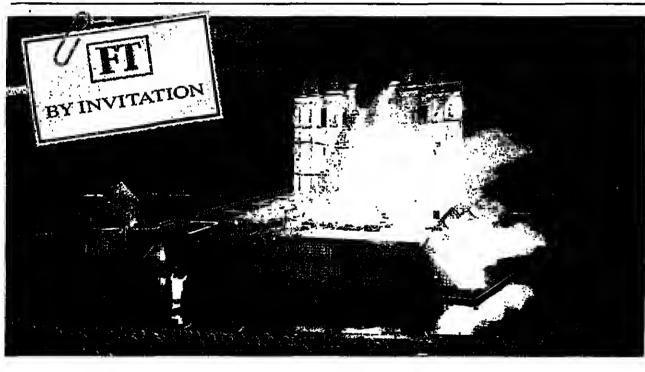
though, in another move that the outcome of another action - that against Merrill Lynch itself - that determines how much is recovered. The US's makes the financial markets nervous, the county would have the option of financing higgest securities house stands accused of masterminding what the county'a lawsuit says "amounted to a multi-billion high-stakes gamble with tax-

payers' dollars on the direction of future interest rates". The firm encouraged the county to borrow some \$13bn to leverage its bet on interest rates, as well as selling it investments which were not allowed under state law, according to the action. Merrill, for its part, has consistently maintained that it was not acting in the capacity of an adviser to the county.

nity and put off the question of how they meet any eventual losses. However, it does not address the question of how Orange County will deal with its own gathering financial cri-Without the investment

prosperous West Coast commu-

returns it expected to receive from the fund, the county is facing a deficit in its current financial year of about \$170m. Making matters worse, the county's cash recovery from the fund will be less than others. Mr Citron's staff diverted \$85m from accounts belonging to investment pool members into Orange County's own cof-fers in an apparent attempt to



### FIDELIO IN BREGENZ with the FINANCIAL TIMES

Wednesday 26th July - Saturday 29th July

After the success of David Pountney's production of Nabucco, which proved a sell-out in both its seasons, we are delighted to invite Financial Times readers to the Bregenz Festival for his new production of Fidelio.

This July come with us again to this small Austrian town on the shores of Lake Constance, where we have reserved seats for the open air performance of Fidelio and for Harry Kupfer's production in the Festspielhaus of The Legend of the Invisible City of Kitesch.

We have arranged with British Airways to fly FT readers from London Heathrow to Zurich. There, hire cars will be available for you to enjoy the drive over the border, and for your use throughout your stay. We have suggested a four day itinerary, though arrangements can be adjusted to fit in with

The Financial Times, has secured a limited number of tickets for both performances. To receive further details of this FT Invitation please complete the coupon opposite.

Suggested Itinerary Wednesday 26th July

Depart Heathrow at 12.00pm. Flight BA 714. Arrive Zurich at 2.40 pm. Drive to Bregenz.

Nikolai Rimsky-Korsakov's 'Die Legende von der unsichtbaren Stadt Kitesch' at the Festspielhaus

Friday 28th July Ludwig van Beethoven's 'Fidelio' on the Floating Stage. Saturday 29th July Depart Zurich at 3.40 pm. Flight BA 715.

Arrive Heathrow at 4.20 pm.

Rtice Hotel Schwarzier £675. Hotel Hirschen £654. Pension Traube £645. Prices are per person sharing a twin room with shower and we, on a bed and breakfast basis. Scheduled air travel by British Airways from Heathrow, Opera tickets for both performances, and a Group A Hertz.

Alternative flights (dates or departure airport) can be quoted on request. It is possible to upgrade the car group prior to departure at additional cost. All elements of this Invitation are subject to availability.

ised on behalf of the Financial Times by J.M.B. Travel Con

The information you provide will be held by us and may be used by other select quality

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# aim to fund welfare via states

courts. Mr Robert Citron, the

Republicans in the House of Representatives yesterday unveiled their plan for reforming the US welfare system by giving the states lump sum financial grants to devise their own social safety net pro-

"The essence of it is [that] we're going to [put] a substan-tial number of programmes into one block grant, send them back to the 50 states and the District of Columbia, and have 51 different experiments in how we break out of the welfare system," said Mr Newt Gingrich, Speaker of tha

Congressman Clay Shaw of Florida, who chairs the House sub-committee responsible for welfare and has led the work on drafting tha new plan. plans to start committe sideration next week of a bill that would end the premise that welfare is an entitlement: that anyone who meets defined eligibility standards is entitled to receive the pay-

That means the amount of money the federal government gives to each state to administer welfare can vary in accord with the number of people eli-gible. Instead, the block grant proposal would give states a fixed sum. States would be required to

stop cash payments to unmarried mothers under the age of 18 and to legal immigrants who have not become US citi-

Tha states would not be allowed to continue welfare benefits to anyone for more than five years, except in hardship cases, and would be required to meet federal goals for moving welfare recipients

House Republicans agreed the proposal with a taskforce of Republican governors led by Governor John Engler of

However, many Democratic governors remain hostile to the proposal to move from entitlements to block grants especially as the quid pro quo of the greater flexibility allowed to the states would be a five-year freeze on federal funding levels.

# Republican Pressure from down on the American farm

Laurie Morse finds Republicans wary of losing votes through cutting support for agriculture

The Republican Party's resolve to resist special interest groups and cut US federal spending looks set to be tested in congressional hearings, which opened this week, on the future of US farm law and the tangle of entitlement programmes it supports.

The US government has paid ont nearly \$150bn (£97bn) in direct subsidies and disaster payments to a dwindling group of farmers over the the past decade. In such mid-western states as Kansas and Indiana. where the farm vote is a bastion of Republican support, federal payments to individual farmers averaga between \$20,000 and \$40,000 a year.

Now, as Congress prepares to write its first farm bill for five years, even farm interests admit that declining rural population, growing demands by cities for resources, and concessions demanded by environmental engages. mental groups may force radical reform in farm policy. Hearings on the 1995 Farm Bill are expected to continue

through this year.
That the Clinton administration wants the Republicans to take the initiative in agricul-tural reforms, as with other cuts in popular programmes, was clear from the budget which tha Whita House released on Monday. Farm spending for 1996, at \$62.3bn, was left unchanged and only token cuts of \$1.5bn were pro-

posed for the next five years. Senator Richard Lugar, the Indiana Republican who chairs the Senate agriculture committee, attacked the Clinton farm budget as "timid". The senator has promised his committee will review farm policy and spending top to bottom. He has shown a willingness unusual for a farm state legislator to mine even the most embed-

ded farm programmes. "At this point, I would not rule out any options, including the abolition of the programmes, their conversion into block grants for administration by the states, the creation of a user-funded revenue assurance programme or a re-direction of funds into priorities like research, rural empowerment, and market development," he

However, powerful members

of his own party have been much more cautious in their statements about farm programme cuts. Two men from Kansas - Congressman Pat Roberts, who chairs the House of Representatives agriculture nittee, and Senator Robert Dole, Senate majority leader continue to say that farm price supports play an important rola in stabilising farm

Farm subsidies, generally offered as incentives for controlling supply, include pay-ments for differences between market and "target" prices, low-interest loans, and even

Farm lobbyists argue that agriculture has shouldered its share of budget cuts, noting that spending on farm programmes has declined by half since the mid-1980s, while total government spending has increased by half

payments for storing commodities pledged to the government as collateral for loans. Although they add up to billions of dollars each year, US payments to subsidise farm exports are considered separately from US domestic pro-

duction anbsidies, and have

not been specifically targeted

Mr Lugar'a committee Farm lobbyists argue that agriculture has already shouldered its share of budget cuts, noting that spending on farm programmes has declined by half since the mid-1980s, while total government spending has increased by 50 per cent.

However, demography presents a powerful counter to that argument. During the last decade, US agriculture has increasingly become the province of bigger, more efficient farm businesses, and rural economies have diversified. As a result, less than 20 per cent of all US farms produce 85 per cent of US farm output.

Because farm payments are production-based, the bulk of US agricultural subsidies is being paid to relatively few high-income entities. This will be hard to support as Congress begins to cut welfare payments to the urban poor.

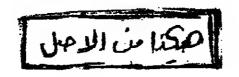
Also, farming now accounts for only 10 per cent of US rural income, according to agriculture department statistics, and rural representation in Congress has declined along with farm population. Although farm legislators

used to be able to count on the support of their urban colleagues to back generous farm funding, in return for devoting a portion of the farm budget to such urban relief programmes as food stamps administered by the agriculture department, those deals are becoming more difficult to forge, legislative

aides say.
Instead, farm interests are looking towards uneasy alliances with environmental groups in order to make progress on farm spending issues. Although environmentalists have been attacking farmers for intensive use of pesticides and herbicides, and for contri-buting to land arosion and water pollution, the two parties may yet find some com-mon ground in the farm bill debate. A popular programme which

has paid farmers to take 36.5m marginal acres out of grain production over the past decade, and devote this land to conservation, is expected to be renewed in the new farm law, with environmental backing. However, environmental groups are insisting that the programme's goals be more efficiently aimed towards conservation, rather than grain supply managemen

Environmentalists have been among the strongest supporters of conservation spending within the agriculture budget, and in so many ways that sort of coalition will influence agricultural spending," said Mr Andrew Art, policy analyst for the Washington-based Environ-mental Working Group.



French foreign minister Alain Juppé yesterday conceded Israeli demands for access to European Union research and development committees in a move aimed at breaking tha deadlock over signing any new

Israeli and EU officials said Mr Juppé had made the concession in a meeting with Israeli prime minister Yitzhak Rabin and Israel's trade and agriculture ministers who have led opposition to signing the draft

The concession will allow Israel some form of participa-tion in committees which design and plan the R&D programmes but would not allow

Israel voting powers.
The officials also said the two sides would meet in Brussels next Thursday for a further round of talks and both sides had pledged increased political will to conclude an agreement. Mr Albert Maes, EU ambas-

sador to Israel, said the Brussels talks should pave the way to a initialling of the agreement in March, But Mr Oded Eran, Israel's chief negotiator with the EU, said although Mr Juppé's concession "cleared the bilateral atmosphere between Israel and the EU" there were still considerable negotiations over details before Israel could sign the agreement. Israel, be said, would continue to push for further concessions on access to European government procurement contracts and better access of Israeli agricultural products. EU officials said, bowever, there was mounting frustration in Europe about Israel's continued push for further concessions aimed at making a substantial dent in Israal's \$7.4bn trade deficit with EU

Mr Juppé said Israel should realise the EU had given it an extremely privileged agreement with concessions on R&D and capital movement and should accept that it was "not

# Juppé aim Alcatel to double China investment

Tony Walker reports on power engineering successes in a highly competitive market

transport, energy and communications, could not be accused of thinking small in China. It plans to invest \$300m in the telecommunications sector alone in the next two to three years, doubling its manufactur-ing investments in China for items ranging from switching gear to optical fibre cable. Mr Pierre Suard, chairman

and chief executive of Alcatel Alsthom, said in Beijing this week that companies under his control planned a "long-term role" in the development of Chinese infrastructure. That position would seem to be guaranteed, judging from the company's recent success in securing contracts in power projects, both nuclear and conventional.

"Wa will be here even in the 21st century," Mr Suard confidently told reporters.

Earlier this month Alcatel Alsthom through its subsidiaries Framatome and GEC Alsthom won agreement to supply \$2bn of equipment for

Alcatel Alathom, the the second-stage of the Daya international conglomerate in Bay nuclear power plant in the southern province of Guangdong, adjacent to Hong Kong. Cegelec, the Alsthom subsidtary will contribute engineering and technical assistance. Framatome's nuclear units

are worth some \$1.3hn under the agreement and GEC Alsthom's steam-turbine generators \$548m. Part of the equip-ment will be produced within the country, according to China Daily. Alsthom is eyeing opportunities to supply such items as giant turbines for the Yangtze river "Three Gorges" dam. The Three Gorges project is easily China's most ambitious civil engineering scheme with an estimated cost of between \$20hn and \$30hn.

The company is also poised for further successes in the power sector through its GEC-Alsthom subsidiary. According to José Rossi, France's indus-try minister, the company has won a \$471m contract for a thermal power station in Sich-uan. It is also working on a giant scheme in Zhejiang prov-

ince, among other possibilities. GEC Alsthom is in competition to supply equipment for the proposed oew Beiling-Shanghai "high speed" train project which is in the planning stage. GEC executives believe that the company's TGV high-speed train is a seri-ous contender. Since 1958, GEC Alsthom has supplied 415 loco-

motives to China.
But for the moment it is Alcatel Alsthom's involvement in China's rapidly-expanding telecommunications sector that is absorbing much of its managerial energy. Mr Suard said the company through its joint venture investments hoped to develop China as a production base not only for the Chinese market, but also

for the developing nations of Asia and the Pacific. Alcatel has established some 15 joint ventures in China since it formed Shanghai Bell Telephone Equipment Manufacturing in 1985. The project now produces telephone exchanges and switches with 4.5m lines a year.

below the world market, and

can be valued at more than

\$20m. Grain traders do not

expect China to use the new

award, however, until the

China has bought 3m metric

tonnes of US wheat so far this

year, always using US export subsidies, and grain dealers say shipments of these pur-

chases are proceeding on

In addition to the wheat and

a large quantity of US vegeta-bla oils, China has ordered 2.1

m tonnes of US corn for the

marketing year 1994-95 to bol-

ster existing stocks and to

trade dispute is resolved.



Pierre Suard: 'We will be bere even in the 21st century'

Alcatel is planning another "five or six" joint ventures this year, according to Lewis Witters, a senior representative in Beijing. These ventures include telecommunications services and also the manufacturing of such items as highway ticketing equipment for toll roads that are being estab-lished throughout the country.

Domestic corn prices in

China rose sharply in 1994, and

at one point last year were

double those on the world mar-

ket, largely due to shortages

caused by poor rail distribu-

tion. This prompted large Chi-

nese orders for imported grain.

Domestic prices have since

US and Chinese negotiators

are due to resume talks next

Tuesday in an effort to resolve

corn prices fall.

Alcatel joint veotures are supplying about a third of China's digital switching equipment, but as Mr Witters says: While things look quite promising, what you can't avoid in this market is competition. It is becoming more competitive all the time, and you are oow facing competition from purely local players."

The Organisation for Econo peration and Development unced new minimum interported export credits for February 15 1995 to March 14 1995 [January 15 1995 to Feb-ruary 14 1995 in brackets]

LINEA 14 1839 TE D	my 14 1995 in brackets).							
D-Mark	8.07	( 8.26						
Ecu		( B.77						
French franc Guilder		( B.80						
up to 5 years		( 8.30)						
S to 8.5 years		( 8.50)						
more than 8.5 years	B.80	( 8.85						
Italian lin	11.40	(11,27)						
Yen	4.70	( 4.70						
Peseta		(12.20)						
Sterling		19.56						
Swise frame	8,39	6.45						
US dollar for credits								
up to S years	8.88	( B.71)						
K to B C Lancas								

A premium of 0.2 per cent is to be exclud to the credit rates when faing at bid. Interest rates may not be fined for more than 120 clays. Inter you be them for more than 120 clays.

SCR-based sizes of harmon are the series for all commoding. For the period from January 15 to August 31 1995, to 50R-based rate will be 7.35 per over. It will be abolithed, transition period included, on August 31 1998. WORLD TRADE NEWS DIGEST

# Norway to pipe gas to France

Eleven oil companies operating in Norway yesterday announced plans to build the world's longest marine pipeline and a receiving terminal at a cost of NKr9.5bn (\$1.42bo) to transport gas from the Norwegian North Sea Sleipner field to the industrial area of Dunkirk in France. Gaz de France will take a 35 per cent stake in the terminal.

The 40-incb diameter 860km pipeline will have annual capacity of 12bn cubic metres of gas and will expand Norwegian export capacity by 25 per cent. The companies participating in the project include the three Norwegian oil companies. Statoil, Norsk Hydro and Saga Petroleum, and Neste of Finland, Norske Shell, Esso Norge, Elf Aquitaine Norge, Total Norge, Conoco Norge, Mohil Exploration Norge and Norsk Agip.

### Babcock wins Chinese order

A consortium of Babcock Energy, part of the UK's Babcock International, and Westinghouse Electric of the US has won a conditional letter of award to supply more than \$600m of equipment for two power stations in China's Shandong prov-ince. Babcock will supply four coal-fired boilers worth \$300m.

It comes two weeks after Babcock woo a \$200m contract to supply four coal-fired boilers for two power stations in China's Liaoning province. The deals will safeguard jobs and empha-sise the importance of the Chinese power market for western suppliers of plant for coal-fired stations, which remain a crucial part of China's power strategy. In 1993, China accounted for 58 per cent of the world market for coal-fired boilers.

# Yemen picks Total for gas plan

Total, the French energy group, was yesterday selected as project leader for the development of a proposed \$3bn liquefied natural gas scheme in Yemeo. Total will put together a coosortium to invest in the project and be responsible for arranging financing. The scheme includes building a pipeline from the Marib field in northern Yemen to a 5m tons a year liquefaction plant on the coast.

The project is the latest in a string of recent announcements about proposed LNG projects in the Gulf. Most are targeted at customers in the Far East, although a recent agreement between Enron of the US and Qatar is aimed at customers in India and Israel. The appointment of Total as project leader is the first big development in the Yemeni eoergy sector since the civil war ended last year. Total had been competing with Enron of the US and Hunt Oil, Proven gas reserves in the Marib area are about 425bn cubic metres. Robert Corcine,

■ Mr Ron Brown, the US commerce secretary, in Kuwait on a trade and investment mission, yesterday announced formation of a \$2.2bn joint venture between Union Carbide and Kuwait's Petrochemical Industries. The venture will build and operate a major petrochemical complex in Kuwait.

■ Singapore said yesterday it had decided to impose an interim anti-dumping duty of S\$13 to S\$96 a tonne on imported reinforcement steel bars from several Turkish steel mills. The move follows a complaint last December by NatSteel, Singa-

■ Breda Costruzioni Ferroviarie, the Italian state railway equipment manufacturer, has won a \$215m contract from the Boston city authorities to supply 100 light rail vehicles for the city's tram and metro system.

■ ABB Asea Brown Boveri has won an initial order for its new 240 megawatt GT26 gas turbine from Badenwerk, a German utility, as part of a \$120m contract to modernise a

### China cancels order for US agriculture's export enhancecessions, leaving them vulnera ment programme, allows China to buy US wheat at prices ble to cancellation as world

By Laurie Morse in Chicago and Tony Walker in Beijing

China has cancelled an order for 630,000 tonnes of US corn but US officials and grain dealers said yesterday it was done for purely economic reasons. and was not related to a trade war that is brewing between the two countries over copy-

right violations. A spokesman for the US department of agriculture said the decision was "due to commercial considerations in light of current and anticipated world price levels." Grain traders agreed, saying excellent crop prospects for South American corn made the cancellation advisable. "Argentinian corn is selling for \$5 to \$6 per tonne less than US," said Mr Daniel Basse, research director of Allendale, a grain market advisory firm. "Given those market conditions the cancella-

tion is not surprising."

ous purchasing programme this year, many traders had anticipated cancellations. World corn prices, as reflected in the futures markets at tha Chicago Board of Trade, barely noticed China's action, with prices moving only slightly lower yesterday.
The politics of food, both in

the US and China, run so deeply that both sides seem to have exempted grain dealings from the current dispute. The trade sanctions proposed against China for pirating American-made movies and software, for example, did not keep the Clinton Administration from announcing on Tuesday that it had awarded China additional export subsidies to purchase up to 1m more tormes

of US wheat this year.
Administration officials explained the award by saying the subsidy benefited US farm-

The wheat allotment, made

ensure there is an adequate supply. Rising food prices have been the main cause of inflation there, running at more than 20 per cent.

Unlike wheat, China's purchases of US corn were made

their dispute over widespread piracy of US products. The two sides have threatened tit-for-tat sanctions if agreement cannot be reached by February 26. Meanwhile a foreign minis

try spokesman has repeated China's demand thet the US drop its "unreasonable" demands ovar copyright infringement ahead of the talks. US negotiators are pressing for "concrete" action

To most people, flying is a dream that came true long ago. To us, it comes true every day

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**Miliensa** 

Let us show you

and Mr Sargent will both

report directly to Lord Cairns

on the day-to-day running of

the business, while Mr Higgs

and Mr Verey will focus on

cliant relationships and

marketing of the firm interna-

Mr Higgs, chairman of

S.G. Warburg & Co, the mer-

chant bank, and Mr Verey,

chairman of S.G. Warburg

Securities, are both long-stand-

ing Warburg executives who

tionally.

# Warburg reshapes roles of top managers

S.G. Warburg, the investment bank, has reshuffled management responsibilities in order to shift day-to-day control of operations away from Mr Nick Verey and Mr Derek Higgs, the chairmen of its banking and broking arms.

The heads of its corporata finance and securities divisions will now report directly to Lord Cairns, Warburg's group chief executive, rather than

Warburg, which has suffered a series of unsets since the collapse of its merger talks with the US investment bank Morgan Stanley in December, said the shift would "clarify" the roles of Mr Higgs and Mr

Lord Cairns is due to become chairman in June on the retirement of Sir David Scholey. Analysts, however, have ques-tioned the strength of Warpoor results last year in investment banking operations.

Some executives of rival investment banks argua that Warburg should bring in a chief executive from outside the bank to counter the market perception that it is drifting after the collapse of merger

The positions of Mr Mark Nicholls, co-head of Warburg's corporate finance division, and Mr Michael Sargent, head of securities, will be strengthened

Lord Cairns told a meeting of Warburg board directors last week that a gap had emerged between its policy committee, which decides on strategy, and the executive committees which run day-to-day operations.

He said this would be addressed by Mr Nicholls and Mr Sargent joining the policy committee, on which Mr Higgs and Mr Verey already sit, and reporting directly to him were previously managing rather than through Mr Higgs

that Mr Higgs and Mr Verey would continue to play an important role in strategic thinking, and representing the firm externally, and would "move closer" to the bank's operating divisions.

Mr Hugh Stevenson, chairman of Mercury Asset Manage ment, which is 75 per centowned by Warburg, will continue to hold operational control of that husiness, which has been more profitable than

# Calf campaigners prepare to defend pigs and chickens

British farmers struggling against a wave of public protests over the export of live animals to mainland Europe are worried that protesters will try to disrupt other aspects of Intensive farming. Mr William Waldegrave,

agriculture minister, warned producers this week that they will not be able to escape from the spotlight. "Other aspects of modern farming will come under scrutiny in turn and the industry must be prepared for

So far. protesters have concentrated on the transit of live caives and lambs to France and the Netherlands and the fate of the calves in veal crates. Widespread protests have blockaded ports and air-

Scottish campaigners yesterday released an undercover film of animals being badly treated in livestock auctions and called for tougher controls on such markets.

The National Farmers' Union of England and Wales has formed a committee to draw up a code of conduct on animal welfare for producers, But UK farmers insist that their standards are already among the highest in the world.

This claim is hotly disputed by animal rights groups such as Compassion in World Farming, which maintains that farmers have improved their welfare standards only under pressure from the public and,

Animal welfare groups are urging their supporters to broaden opposition to intensive farming practices such as those involved in poultry and pig production. "The conditions in which broiler chickens

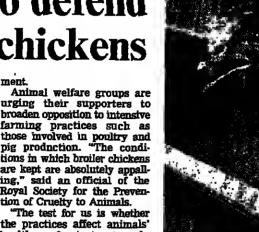
ing," said an official of the Royal Society for the Preven-tion of Cruelty to Animals. "The test for us is whether the practices affect animals' health or frustrate strongly motivated behaviour," said Mr Peter Stevenson, political and

legal director of CIWF.

By these criteria, be says, a number of farming practices are unacceptable. He cited the cages; broiler chicken system in which birds are kept outside small cages, but still in extremely crowded conditions: sow stalls and farrowing crates

Battery hens and broiler chickens - which are produced for meat - have brittle and often broken bones as they are not abla to move enough, Mr Stevenson says. In addition, he said, broiler chickens are bred selectively to increase meat output, but their leg strength and hearts do not keep up with the rate of growth, causing many leg problems and widespread heart disease

In Britain, 30m birds are kept in battery cages. kept in outdoor yards have



Feeding time for caged chickens kept in conditions described by campaigners as "appailing"

for national support for an attempt to "stop the lorries" today. Brightlingsea is a small port in eastern England which has been the scene of four weeks of protests against the export of live sheep. Police said yesterday that the port is

broiler chickens are produced and 13m pigs - 95 per cent in intensive systems. Farmers say these conditions

are necessary to produce the cheap food that consumers went. "The worry over antmal welfare is a sign of a well-fed society with no concerns about where its next meal is coming from," said ona livestock

But Mr Stevenson believes that his message is at last fallwelfare standards only under been popular in recent years, ing on receptive ears and that pressure from the public and, 90 per cent of eggs still come the public will be prepared to subsequently, from the govern-from battery hens. Some 600m pay extra for humanely reared

A group called Bale due to receive its first (Brightlingsea Against Live truckload of live veal calves Exports) appealed yesterday today. The aim is to load the 120 animals on a ship beading for Belgium. More than 150 protesters have been arrested recent demonstrations against the sheep trade through the port. The police appealed to campaigners to demonstrate peacefully today.

> CIWF, which has been at the forefront of recent protests, was founded in 1967 by a farmer who became disillasioned with the trend towards intensive farming. The organi-sation now claims 30,000 supporters who contribute about £700,000 (\$1.08bn) a year. The RSPCA is Britain's best-

known campaign group for anidrive against live exports five years ago. It has managed to bring its demands for shorter journey times to the European

Union's negotiating table several times, only to see them defeated by a group of southern member states.

Journey limits will be discussed again at the next coun-cil of EU agriculture ministers on February 20 when the UK is hoping to broker a compro-

The RSPCA has unique charitable status for a campaigning body - it was created with its own act of parliament in 1824. The group calls on 500,000 supporters with annual funding of £34m - 59 per cent of which comes from legacies.

The British groups recognise to the EU stage in an effort to change European law. British farmers complain that higher welfare standards imposed unilaterally by the UK will disadvantage them in competition with other EU producers. But welfare supporters argue that

# N Ireland storm out of talks

John Kampfner in London

The latest session of the

A senior Downing Street official said he had a categori-cal assurance that "no device the British government".

UK's Northern Ireland minister, said: "I would like cate-

in contact with Sim Fein over

renegade elements in the IRA after the discovery of an unexploded Semtex bomb in Norththa target of smears by "provocateurs".

Observers suggested that as the negotiating process enters a more sensitive phase, allegations of dirty tricks are likely

Yesterday's meeting, the sixth session of exploratory dialogue aimed at bringing Sinn Féin into all-inclusive talks with Northern Ireland's main political parties, broke

resolve the arms issue, with Sinn Féin arguing that it should be dealt with as part of all-party talks. It is demand-ing that the British govern-ment upgrade the meetings to ministerial level and move

# nationalists

Northern Ireland peace talks between the government and Sinn Féin broke down yesterday amid claims that a meeting room might have been bugged. Sinn Féin is the politi-cal wing of the Irish Republi-

Both sides agreed to post-one the talks after Mr Martin McGuinness, leader of the fivemember Sinn Féin delegation, told the head of the British team that a scanning device used by Sinn Fein was "receiving a positive signal from a piece of office equipment", the Northern Ireland Office said.

The room, one of a number used for private consultations, was immediately sealed off and police were called in to

has been placed in the room by anyone with the authority of Mr Michael Ancram, the

gorically to state that any suggestion or inference that this room was in any way moni-tored by or on behalf of the British government is totally without foundation." Mr Ancram said he had been

a new date for the talks. Sime Féin officials said a new venue might be needed. After an initial search the police said it had not found a device. Sinn Féin was quick to deny suggestions that it had con-

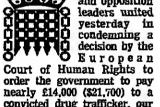
trived a walkout. However, the breakdown comes at a critical time, with London urging Sinn Fein to make some gesture on the decommissioning of the Questions also remain over

ern Ireland on Tuesday. The IRA denied responsibility for the bomb and suggested it was

up after a few minutes.

quickly to talks with other political parties.

### nearly £14,000 (\$21,700) to a to 22 years' imprisonment in judge was not entitled to make the European Convention on convicted drug trafficker, our September 1988, and to a furthe confiscation order because Human Rights, which says Parliamentary Correspondent ther two years if he failed to it was based on an act that did not become effective until 1987, writes. Mr David Maclean, a comply with a confiscation Home Office minister, attacked order for £66,914.



the "daftness" of the European

Ministers and Britain's laws for dealing with Portugal, was said to have any money owned by a traf- that orders confiscating the drug dealers were "just and been the mastermind of a gang ficker in the six years leading proceeds of crime were conappropriate".

Court of Human Rights to trafficking. He was sentenced

The court found that the Ms Delyth Davies, 27, who was

which included his girlfriend, involved an attempt to smuggle cannabis worth £4m on to a secluded Welsh beach.

Drugs decision by European court is attacked

The European court said tha while the offences were com-Mr Welch, then aged 49, with mitted in 1986. English law

up to his arrest is the proceeds of trafficking. Orders for some tion on Human Rights. "The have reportedly been mada since the act came into force. The effect of yesterday's rul-

ing is that this breaches laws cannot be applied retro-spectively. The Home Office described the ruling as "very disappointing and frustrating." jurists and insisted that homes in London, Wales and says courts must assume that It said the ruling did not mean European Court.

trary to the European Convenjailed for 14 years. The case £55m of assets to be seized sole issue about the Welch case is whether the confiscation order is a penalty and whether it could be applied retrospectively." Mr Jack Straw, the opposi-

tion Labour party's shadow home secretary, said the Brit-ish public would find it almost impossible to understand the "bad" decision made by the

# Industry lobby backs caution on EU

By Michael Cassell, Business Correspondent

The government was "eminently sensible" not to commit itself at this stage to a single European currency, Mr Howard Davies, director-general of the Confederation of British Industry, said yesterday. The confederation is the largest employers' lobby in the UK.
Mr Davies, who was addressing the Institute of Food Research, said he

would not wish to rule out "for an eter-

nity" British participation in a single

But he stressed that the government should do more than simply wait to see how circumstances evolved. "I would be implementing proper independence for the Bank of England to give us a fighting chance of maintaining our improved inflation picture into the future," he explained.

Mr Davies said he did not think it was likely that a majority of EU mem-ber states would be ready to meet the

criteria laid down in the Maastricht treaty, enabling them to implement a single currency by 1997. He said: "Most of those who fulfil the requirements will not wish to join, while most of those who do not, will do."

Those who most needed the monetary stability offered by economic and monetary union were the most enthusiastic supporters. It was more likely, he said, that a core of member countries will wish to go for a single currency in 1999. Mr Davies accepted that British

business opinion was divided over the best timing for UK entry, although there was concern about the impact of the UK remaining outside a currency union.

"That impact could be more or less severe depending on the numbers of countries within it. Or depending on the readiness of the British economy to accept the tough discipline which would undoubtedly be imposed by linking ourselves firmly to, in effect, the D-Mark".

# Company wins case on fees for connection to network

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TRUST FURLIC LIMITED COMPANY)
RECONTERED NO. 20509 la a Petition presented to the Court of Semiou on 6th February 1995 at the manner of Caledontian Media Communications P.C., a Company incorporated under the Companies Acts and having its Registerio Office at 100 Union Street, Aberdeen, AB9 10Q, for confirmation of

The Lords appoint the Petition to be industed on the Walls in tenumon from and to be advertised once in each of the Editeburgh Galectic and the Planacial Times, Scottanus and Press and Journal howapagers; appoint all parties cliquisting an interest to lodge Auswers thereto, if no advance, within twenty one days after such intimation and advertisament.

Telecoms watchdog blocked tickets after

Telecommunications retains on the UK market a decade Mercury Communications. British Telecommunications' principal domestic competitor. after liberalisation is illustrated by figures released yes-terday by Oftel, the telecomemerged victorious yesterday from a year-long legal battle with Oftel, the telecommunica-tions industry watchdog. Mer-cury is 80 per cent owned by munication watchdog. It is the first time detailed market share information has been the UK telecoms group Cable & available since the privatisa-tion of BT in 1984. In 1992-93, Wireless and 20 per cent by BT's share of retail call reve-Mercury had asked the nue was 89.2 per cent (£5.1bn)

courts for a "declaratory judgfalling to 86.7 per cent in the ment" to form the basis of a new agreement between itself dispute between the regulator and BT over the charges BT and Mercury over charging. Yesterday, the House of makes for connecting other operators to its network. It was Lords agreed that Mercury was the first time a competitor to a within its rights to ask for a privatised utility had used the declaratory judgment - overcourts in an effort to influence turning a Court of Appeal deci-

sion in July last year. the regulatory process. Oftel yesterday said it would Mercury claimed that Oftel had not offered it reasonable make no comment until the interconnection charges reason for the ruling had been published. Earlier this week Mr Don Cruickshank, Oftel because of a misinterpretation of BT's licence. Oftel counterargued it was not appropriate director-general, said Oftel was for the courts to intervene in a having to deal with an increas-

The tight hold which British following year. Mercury, BT's Telecommunications retains chief domestic competitor, had 10 per cent of the market in the first year (2574m) and 11.6 per cent in the following year (£687m). The survey also shows the growth of mobile communications. The number of subscribers grew from 1.2m in April 1992 to 2.3m at the

Lex, Page 14 BT results, Page 20

ing number of legal issues and had been forced to double its legal staff. He warned BT's competitors that the pace of regulatory reform could be

threatened It seems unlikely that Mercury will press for immediate action as a result of its victory. In December, after it took its complaint to the courts, Oftel published a discussion paper, which indicates that it now accepts capacity charging for companies which desire it.

# Shops may sell rail privatisation

Railway travellers would be ing House, an offshoot of a pri-able to buy their tickets from automatic dispensers similar to lisher, while the idea of selling bank cash machines at railway stations or corner shops under proposals announced yesterday, our Transport Correspon-

dent writes. The schemes could remove the threat that the full range of tickets would be available only from very few stations once the national railway network is privatised.

The rail regulator, Mr John Swift, caused consternation last month when he announced that he was studying one proposal from the 25 state-owned regional train companies to reduce the number of stations selling the full range of tickets to fewer than 300 of the net-

work's 2,500 stations. Plans for a computerised system of ticket dispensers were unveiled by the Railway Clear-

tickets from local grocers and newsagents came from Key Lekkerland, a grocery whole-

The Railway Clearing House said it was working with a large US-based manufacturer of computer hardware and software to develop a system of ticket dispensers operated by credit card. The equipment would be leased to the train operators and commission, of no more than 1 per cent, would

be charged on ticket sales. Key Lekkerland said it was seeking a meeting with Mr Brian Mawhinney, transport secretary, to discuss its plan to sell tickets through up to 60,000 independent neighbourhood stores, it would try to coordinate sales with other

# Teachers likely to strike against 2.7% pay rise A wave of school strikes looked inevitable last night after the

cabinet raised top civil servants' salary scales by up to \$55,000 (\$85,250) but refused to give municipal authorities extra cash to finance a below-inflation rise of 2.7 per cent rise for teachers. The cabinet accepted all the recommendations of pay review bodies covering 1.3m public sector workers in educa-tion, health, the civil service, the armed forces and the judiciary. Ministers ignored warnings from local authorities, school governors and unions that thousands of of teachers would have to be sacked unless the Treasury increased next year's education funding by more than the planned 1.1 per

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Assumption !

Mr Nigel de Gruchy, general secretary of the Nasuwt union, said he would recommend "appropriate" industrial action to the union's Easter conference. "This is one unfunded settle-ment too many," he said. The awards mean that nurses and midwives will receive 1 per cent pay rises, with up to a further 2 per cent from local negotiations, while doctors, dentists and judges will get 25 per cent. Armed forces awards vary from 3.8 per cent for senior officers to an average 2.6 per cent for

others.

Mr Andrew Smith, the opposition Labour party's finance spokesman, said it was "a disgrace that the government's decision means a nurse could get as little as £3 more before tax a week, while top-ranking civil servants could get more than £600 a week". Political stoff

### Disruption ahead from staff at Australian-owned bank

Staff at the Scotland-based Clydesdale Bank are ready to start a series of one-day strikes next week after voting by more than 2-1 to act over pay. The bank is an offshoot of National Australia Group. "The Clydesdale vote reflects the deep unrest among staff there at the performance culture being forced upon them." said the bank trade union Bifu. "Management seem only interested in profits for Australian shareholders with scant reward for Scottish staff who generate those prof-

Bifu members at Clydesdale voted by 1,721 to 746 to back the planned walkouts in protest at an imposed 3 per cent increase which has a performance-related element that could take the increase to a maximum of 7 per cent. Bifu claimed a flat 6.75 per cent pay rise for staff at Clydesdala, and said it was sceptical about how many people would benefit from the performance-related element. The bank has 317 branches in Scotland, five in London and three in northern England.

Clydesdale said it was disappointed by the ballot outcome, but only just over a quarter of its staff of more than 6,000 had voted to strike. It said: "Even if there is a strike we will open all our branches." Bifu called for immediate talks with Acas, the independent conciliation agency, to try to avert the first strikes at Clydesdale. The union also sought talks with Yorkshire Bank, another subsidiary of National Australia Group. Workers there voted by 2,102 to 1,958 - a majority of just 144 against a series of one-day strikes. Andrew Bolger, Employment Correspondent

# Prime minister censures electricity company over bills

The electricity regulator is to investigate Eastern Electricity over allegations that it has been boosting its cash flow at the expense of customers by billing them early. The political row over Eastern's actions intensified yesterday with Mr John Major, the prime minister, censuring the privatised utility for the practice. He said he opposed early hilling by Eastern or

The regulator said it would ask Eastern for an explanation and would decide on appropriate action once the facts had been established. It is understood that Eastern is the only one of the 12 regional electricity companies which has decided to bill customers early. Eastern said the decision to bill some customers early had been taken for technical reasons.

# Maxwell son's plea on documents is rejected

Mr Kevin Maxwell lost his legal challenge to be able to inspect a further 1m documents held by Arthur Andersen, administra tors for the late Robert Maxwell's private companies, to help prepare for his trial which starts in April. Mr Maxwell, who faces a number of fraud charges, has already inspected 2.5m documents relating the Robert Maxwell group before the administrators took over, the Court of Appeal heard. Mr Maxwell is a son of Robert Maxwell, once the head of a large UK

publishing combine.

Mr Maxwell's lawyers argued that the Serious Fraud Office's powers which compel individuals and bodies to hand over information to the SFO also obliged it to provide Mr Maxwell with access to all the 1m documents relating to the Robert Maxwell group after it went into administration. Three appeal court judges ruled they had no power to decide the issue. If they had the power they would have rejected Mr Maxwell's application, they added.

John Mason, Law Courts Correspondent

# Gas regulator condemns energy-saving proposals

Ofgas, the gas industry regulator, rejected most of the gas efficiency schemes put forward by the Energy Savings Trust, the organisation set up by the government to promote energy efficiency. Ms Clare Spottiswoode, Ofgas director-general, said funding of the proposed schemes could have resulted in British Gas customers facing a £60m (\$93m) increase in bills. "This is expenditure gas customers have not chosen to make them-selves," she said.

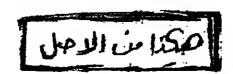
Ms Spottiswoode has made no secret of her opposition to funding energy savings schemes through a levy on gas con-sumers. She says it is tantamount to imposing a tax on consumers. The Energy Savings Trust and the Association for the Conservation of Energy criticised the Ofgas decision. Mr Andrew Warren, ACE director, said it is "utterly unacceptable that one unelected official can frustrate government policy."

### Government demands £15,000 repayments from dentists

Dentists in the state health service owe the government an average of £15,000 (\$23,250) each, Mr Gerald Malone, the health minister, says in an interview with the dental journal The Probe. It was expected that dentists would register 24m patients after they bad signed a pay contract with the government in 1990. However, they registered more than 30m and the government had to pay dentists more than 5200m above the

budgeted sums. Mr Malone says this has to be repaid. "Dentists ought to have expected the government to recoup this money because they were aware of the set targets and were exceeding them, he says. It is my instinct that if you look at why people are leaving NHS dentistry, the thought might well be: There's a £15,000 average overpayment hanging over my head, if I get out now nobody is going to ask for it back." He adds that the

1990 contract was flawed. The British Dental Association said dentists had already spent the money on extra treatments, staff wages, materials and equipment. It would be "unfair" for young dentists, who were not in practice when the payments were made, to have to pay the government. Simon Kuper



# THE PROPERTY MARKET

### he Church Commissioners the central funding body for the Church of England, is adamant that the decision to sell the MetroCentre, Europe's largest covered shopping and leisure centre, was prompted by neither religious conviction nor a cash crisis.

"This decisioo had absolutely nothing to do with Sunday trading, says Mr Andrew Brown, the Church Commissioners' chief surveyor.

He does not deny that Sunday trading, which became legal in England and Wales last August, has been an uncomfortable issue for the commissioners. More seriously, he does not deny that they are facing a shortage of cash.

The rising cost of pay and pen-sions for the Church of England clergy is an unsustainable drain on the £2.4bn funds managed by the commissioners. They have long been guilty of distributing more of their assets than is consistent, in the eyes of actuaries, with protecting the long-term value of the fund. But selling the MetroCentre, which is hased in Gateshead in the north-east of England, for perhaps £300m-£400m will not help solve this cash problem. The statutes which govern the commissioners' work forhid them from using capital receipts to meet current liabilities. The proceeds from the sale of the MetroCentre will, therefore, have to

be reinvested. The only real solution to the financial predicament is a rethink about the commissioners' liabilities, possibly involving the establish-ment of a new contributory pension scheme for the clergy. In other words, the way in which the Church of England is funded will have to be changed fundamentally.

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FALLOUTE

# The Church's fervour fades

### Simon London explains why Europe's largest shopping centre is for sale

Putting the MetroCentre on the market is part of the less complex, more commonsense task of reduc-ing the commissioners' overall

exposure to property. The Lambeth Report into the Church's financial affairs, which was published two years ago and was highly critical of the commissioners' investment strategy, noted that their enthusiasm for property was not just a product of the late 1980s boom. Their property expo-sure peaked as early as 1981, when 66 per cent of the fund was invested

in land and huildings. This proportion has now fallen to about 45 per cent, still far higher than most pension funds would tolerate. Commercial property alone accounts for about 35 per cent. The problem of overexposure to

property was compounded from 1985-90 as the commissioners moved into property development, the most volatile area of the market. Worse still, most of their develop-ments were financed with hank debt, giving the fund geared exposure at the wrong point in the cycle. The results are well documented; the commissioners' assets fell from

£3bn to £2.2bn between 1989 and Repaying the debt and rebalanc-ing the fund away from property is part of a long-term process which

started well before the appointment of Mr Brown last autumn

In 1993, the year of the Lambeth

Report, the commissioners sold £91m of property. Dehts have already been reduced from \$500m to less than £200m.

"The Church is not coming out of property. We are rebalancing our investments away from property," commented Mr Brown. "There are also imbalances within our portfolio which we are trying to address. I would rather have many more prop-erties in the fund but with lower

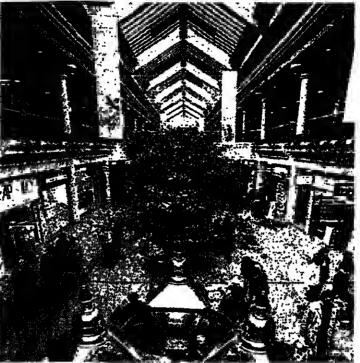
individual values."

This policy of concentrating on smaller, more liquid assets could help with any future reorganisation of the commissioners' liabilities, by making the portfolio easier to

n line with a strategy report by DTZ Dehenham Thorpe, the surveyors, many of the large retail developments are now up for sale.

In addition to the MetroCentre, the Beechwood Place Shopping Cen-tre in Cheltenham has just been sold for £15m. The larger Marlowes Shopping Centre in Hemel Hemp-stead is under offer and Mr Brown has made a public commitment to sell the remaining US properties.

But why sell now ? Although The MetroCentre is by far the biginvestors are still showing a fair gest jewel in the commissioners' tarnished crown. From Mr Brown's appetite for retail property, the investment market is far less favourable than this time last year. perspective, the sheer size of the centre is the main problem. At Mr Brown said that the Metroabout 30 per cent of the property Centre was simply oot ready for portfolio, it represents an unacceptdisposal last year. For example,



MetroCentre, Gateshead: biggest lewel in Church Commissioners' crown

bank finance connected with the development had not been repaid. He also argues that the Metro-Centre is now at the perfect point in its rent review cycle. Many of the rents are due for review in two to three years, giving purchasers the prospect of a rising income. Whether the commissioners will

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see a decent return on their £225m investment - a conservative estimate of the all-in cost of building the centre - is another matter.

The trophy nature of the centre should attract international inves-tors, which could lead to fierce bidding competition.

In retailing terms, the Metro-Centre has also been a success. The hrainchild of Sir John Hall, onetime head of Cameron Hall Developments and now chairman of New-castle United Football Club, it is one of a handful of UK developments hig enough to deserve the title of "regional" shopping centre. Even so, it is difficult to judge the

final yield at which the Metro-Centre is likely to be sold. The only roughly comparable transaction is the acquisition of the Merry Hill centre by Chelsfield, the property company run hy Mr Elliott Bernerd. which took place in very different

How many more of the commissioners' property assets come up for sale depends on the outcome of discussions with Watsons, the consulting actuaries, about the loog-term

asset mix of the fund. One consequence of the 1980s development programme is that many of the commissioners' build-ings are, like the MetroCentre, relatively new. The portfolio includes prime assets such as the Magna Park distribution centre in Leicestershire and the Colmore Gate office development in Birmingham.

If the commissioners decide to pull back from commercial property altogether, they should find ready huyers for such prime assets. Even if they retain the rest of the portfolio, though, it is clear that the Church of England's messianic zeal for property is a thing of the past.

# High street vacancies

be demise of Rombelows, the electrical retailer unplugged hy Thorn EMI this week. underlines that some sectors of the UK high street are far from flourishing. Combined with the collapse last month of Athena, the poster retailer, aboot 430 empty shops ave been dumped on to the mar ket this year.

Many of these vacant high street units will be difficult to fill. The vacancy rate in the high street, currently about 13.2 per cent, is higher than in the depths of recession according to Chas E. Goad, the retail information firm.

Moreover, Rumbelows tended to operate relatively small stores in locations that many retallers would not consider prime sites. While there is still demand from tenants for well located high street shops, they tend to be looking for larger stores of more than 3,500 sq ft.

"The general perception is that Rumbelows did not keep up with the market in terms of changes of pitch and store size," said Mr David Watt, of DTZ Debenham Thorpe, the surveyors. This suggests mos of the Rumbelows portfolio, and many Athena stores, could overhang the market for some time.

The wider concern is that more retailers could take radical action. While the outlook is improving. consumer spending is not rising fast enough to support retailers with the wrong trading formats.

Simon London

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# Executive, heal thyself

mnch misused/abused word. Can yon remind us what it is?

The big idea about re-engineering is that it assumes we need to redesign work starting with a clean sheet of paper. It is particularly about re-designing processes, bow we manufacture, how we fulfill orders, bow we develop new products. What it attacks is the fragmentation of work and the bureaucratic structures which we have built in our large organisations and

government agencies.
Q is it not just a suphemism for downsizing, for throwing people out of work?

In some companies that attack on re-engineering is deserved. Some managers apply the term to almost any management change, and when they do that (what they mean is really downsizing), people become cynical. The reaction is more in the public domain than in companies, though. On the part of managers there's a very healthy respect for it; it's proving that it produces busi-ness results in a lot of places. Q. Has re-engineering been less suc-

cessful in Europe than the US? I think there are fewer examples (in Europe) where it has been applied. On the whole UK managers feel culturally similar to those in the US. But when I go to other countries there's a difference. The French, for instance, are very protective of jobs and because of this re-engineering is much harder to do. In most instances, re-engineer ing does result in learning to do dramatically more with dramatic-

ally fewer people. Q. Turning to the book\*, isn't it typical of consultants to think of an idea and then prolong its life by saying we missed out an important

In the first book (Re-engineering the Corporation) we addressed peripherally some of these issues, but I don't think we appreciated the degree to which management would have to change in order to be successful at re-engineering. We also tried to avoid being formulaic, trysolve their management problems. This is a process of discovery, though I've no intention at tha moment of writing a third book. Q. So what's the Big Idea?

not change the nature of work today without changing what mana-gerial work is. When you re-enginecer you push out accountability, you give to the line the managerial accountability that had been reserved for managers. Supervision goes away. The question is what do managers really do today? I argue that the work of management will be defined by four questions: defining the issues of purpose, process, people and culture.

One of the challenges for us is to step back and get very disciplined about re-thinking our work. If you say to managers what did you do today, they tell you typically about the meetings they sat in. The work of management today is heavily internally orientated. One of the shifts we have to do is shift our managerial work to a much more external focus.

Then there are the cultural questions. To get a company to change there has to be a culture that is actually supportive, willing to take risks, willing to let people assume control around their own. And there's the "place" question. One of the questions managers bave to deal with now is how we get back to developing places where we have a substantive new covenant with people, and where we have the kind of person we want, and where respect for the individual is restored. O Can von ever see a day when people will feel more stable?

I can see that already in some companies. I think it is a five to 10-year cycle we're in. But the early signs for workers are good. I'll show you workers who will say to me they have never worked so hard but never have enjoyed thair work more. When you re-engineer you give people more tasks, a bigger piece of work to be accountable for, they're in the market more, they



Colin Beers

see customers, they see the benefit of their work, they feel a sense of reward and recognition.

For managers - particularly the mid to upper levels - the news is not necessarily so good in the short to medium-term. This is a time when a large numbers of managers are going to go back on to the line in some way. They won't like it initially, it will feel like a demotion and a change in their status. It's going to be a more difficult transition for people who have assumed that recognition comes from movement in a hierarchy.

management as such? Absolutely not. There's plenty for managers to be thinking about. That's why I use the phrase "living in a set of questions" - the answer to these questions are going to shift in the next five to 10 years. Even among the very best thinkers in the healthcare industry in the US, for example, I can't find anyone who can describe what the industry is

going to look like, what a hospital is

going to have to be to survive in the

Q. So yon're not predicting the end

next 10 years. Q. The idea of re-engineering management seems a bit odd, Aren't you simply saying let's re-think what we're doing? You're right. One has to recognise that there's a commercial nature to

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this work, to writing. The term is so powerful that we wanted to relate the book clearly to the phenon and that's why we chose this title. If I thought it would sell books, quite frankly, I would have preferred to call it something like A New Man-

Q. Why didn't you write it with Michael Hammer (your earlier co-

I've always had an interest in the softer sida of management, the organisational, behavioural, people-related issues. Mike comes heavily from technology and process; he brings to this the harder-edged perspective. In some senses the first book was the result of two voices; we both wanted to write books with our own voice,

One risk right now (with the recovery) is that managers will get comfortable again. Companies will find themselves in trouble, though, when someone who has really started with a clean sheet of paper comes into the market in a year's time, or when we get into our next recessionary cycle and they realised that when business got better they

\*Re-engineering Management - the mandate for new leadership. Published by HarperCollins on 23 Febru-

# Crisis of corporate confidence

William Dawkins on the lessons learned by companies caught up in the Kobe earthquake

he Kobe earthquake has joited some of Japan's assumptions about itself, including faith in its own

legendary efficiency. That includes Japanese corporate crisis management, thought to be among the best in

the world until the earthquake. As Japan's top companies sift the evidence from the chaotic aftermath of Kobe, they have quickly focused on three lessons that would be of value to corporate crisis managers the world over.

First, they found that Japan's famed just-in-time stock control system withstands the test of the Kobe cataclysm, but dependence on a bandful of main suppliers

Second, they discovered that land-based telecommunications, including fibre-optic lines, cannot be counted on. Third, local companies were generally ill-prepared because the quake struck where least expected.

An example is Kobe Steel, which owns a blast fornace near the epicentre. It had planned for a typhoon, expecting the port to be closed and its stock to rust, but had not envisaged en earthquake in what had been thought a seismically inactive area of Japan. The moral applies to most crises: be imaginative about what you

should expect.

For suppliers, the disruption caused by the earthquake brought quick halt to the factories of buyers of supplies made in the area. The biggest is Toyota, Japan's leading car maker, which lost a day and a half's production; not because it was starved of components, but to assess the situation before parts shortages risked becoming a reality.

But the short-term shock of the eartbquake is no reason to call into question the policy of keeping stocks to a minimum, says Toyota. On the contrary, it reinforces the value of keeping warehouse shelves clear of goods that would only be destroyed in a big lisaster, argue company officials. Chrysler, the US carmaker, might well agree. It had ordered 9,000 engines from Mitsubishi

Motors, held up at Kobe docks because of the quake and eventually rerouted through nearby Nagoya. Toyota says it would never take the risk of ordering a single consignment of that size, and would instead break it down into smaller shipments.

Many Japanese manufacturing companies, Toyota included, already double-source their components, with one or two specialised exceptions. Toyota, for example, had to send a team of engineers to help its sole Japanese supplier of brake callipers.

are the only type sure to withstand an earthquake because they do not need land lines. Bizarrely, Japanese telecommunications laws forbid international satellite calls from Japan, an edict which has provoked a flood of complaints to the telecommunications ministry since the earthquake. In practice, it is possible to flout the rules and place an international satelite call, via Inmarsat.

In addition, Hitachi, Itochu Corporation, the trading house and Idemitsu Kosan, an oil refiner, are considering issuing



Citizen Watch, Japan's largest watchmaker, now say they plan to diversify procurement further, as a result of Kobe. On telecommunications, the

moral of the Kobe disaster, mentioned by several companies is that satellite telephones are the only sure way of getting in touch with the outside world when natural disaster strikes.

Hitachi, the electronics company, says that following the earthquake it will over the next two years install a satellite communications link between its Tokyo headquarters and five Japanese branches, Sakura Bank, the region's main commercial bank, says it is considering satellite communications. Satellite systems, at Y2.8bn (£17.94m) for the most basic set,

staff with portable phones. These are slightly more resilient in earthquakes than conventional phones, although clearly they will only continue to work if ground base stations survive the crisis. On planning for the unexpected,

the message from Kobe is that disasters often produce valuable new information. A large number of companies are now planning to rewrite or update staff manuals of the drill to be followed in earthquakes and other crises. They include Toyota;

Matsushita, the world's largest consumer electronics company and Ricoh, the photocopier maker and of course Kobe Steel. Nissan, the car group, has gone

a step further and is compiling specialised crisis manuals for

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Clockwise from top: Sorkina Tate, Peter Tate and Jonathan Arun in 'Creditors', a truly crazed play which to succeed needs furious emotion

# Theatre/David Murray

# Strindberg gutted

which would be hard to tackle in any other way. Madly overwrought as it is, Strindberg chose prudently to cast it in a strict schematic form, and made it a three-hander in one act.

First, A is systematically taken apart by B in the most friendly, sympathetic way; then A and C - his wife, but also (unbeknownst to A) B's ex-wife - strip their relationship to the bone, while B listens secretly from the next room; finally B and C confront their own wreckage at length, similarly overheard by the horrified A, who makes a dramatic end by reeling in

and expiring.
Strindherg's desperate feelings about women and marriage were stuffed into Creditors quite raw, unfiltered by anything like common sense or decency. (His own situation at the time was much like A's.) Amidst all the wild psycho-mythology - people are constantly draining each other's "spirits", etc. - black insights strike bome. At least, they do when Creditors is played with furious emotion simmering beneath every exchange; but at The Gate, it isn't.

The distinguished exception is Jonathan Arun (warmly remembered from Brian Friel's Philadelphia, Here I Come). As A, the young second husband and aspiring artist, he screws his vulnerability up to damentia-level with ghastly conviction; we would believe even his fatal seizure, if the B-and-C confrontation struck enough sparks to ignite it. B, bowever, is played unvaryingly by Peter Tate in the style of · but not, really not, like this.

trindberg's Creditors, revived now a B-movie Mad Professor, didactically sinby the Fusion company at The ister; and Sorkina Tate's C coasts along grapples craxily at dark truths smile ("Ooh, what an evil witch I am!") in would be hard to tackle in any which is designed to hit the widest possihle public in the eye.

Since Strindberg's corrosive gift was for mutually scarifying dialogue, not mono-logue, their flat cartoons leave Arun's sthenic A high and dry. The director Claire Nielson allows everything to proceed at the same dogged, wordy pace from start to finish, and lets B's and C's ultimate crises seem - because unprepared and unmotivated - nothing but more

play-acting. The beavy hand of the Strindberg expert Michael Meyer ("actively involved in all aspects of the present production") is all too apparent here, as often before. One need not doubt that his translation is searchingly faithful to the literal sense of Strindberg's text; but It is also stiff, elaborately grammatical, replete with subordinate clauses - like nothing heard in the English-speaking world since Edwardian versions of Ibsen. Can Strindberg possibly sound like that in Swedish?

It is no wonder that the Tates should remain stuck in an arch. diction-conscious mode, and a bit of a miracle that Arun should break so persuasively through that on his own. But I remember (just) a Cas-par Wrede Creditors long ago at the Lyric Hammersmith, in which Mai Zetterling led an impassioned trio to scorching effect, and before that a Parisian produc-tion - in plain, uncluttered French - that pulsed with venomous life all the way through. The thing can be brought off;

# Musical stars and stripes

Andrew Clark finds a home-grown flavour running through New York concerts

hether by accident or design, New York's concert life usoally peaks twice a season, around late antumn and early spring. This season is different. There has been just one surge of mid-season activity, coming to a head over the past two or three weeks.

On the last Saturday of January, you could choose between the Cleveland Orchestra in Wozzeck with a cast including Hildegard Behrens, a New York Phil-harmonic concert with Kurt Masur and Yo Yo Ma, recitals by the Stamitz and Juliliard Quartets, the Russian pianist Vladimir Feltsman, and the final event of a Webern festival at the Juilliard School not to mention the Metropolitan Opera, City Ballet and Twyla Tharp. All this after a week of concerts featuring Evgeny Kissin, Peter Schreier, Frederica von Stade

and three touring orchestras.

You could probably find a similar concentration of events – even with some of these artists – at other times in London or Paris. But you would miss the American flavour running through the New York programmes. On consecutive weeks the w York Philharmonic played music by two representatives of a peculiarly American line of brilliant all-rounders - William Bolcom (b.1938) and Victor Herbert (1859-1924). Like Leonard Bernstein, their efforts in the field of light entertainment overshadow their serious compositions.

Bolcom is best known as a ragtime pianist and champion of American popular song. He is also professor of composition at the University of Michigan, with a steady stream of symphonies and operas to his name. His credo, articulated in interviews and talks during the Philharmonic's "composer week", is to find common ground in different styles, forging evocative alliances between old and new, serious and popular.

once asked a friend if the little-known Trollope novel he was reading was any good. "It's by Trollope!" he exclaimed, "It couldn't not be good." Maybe the same goes for Alan Bennett's plays: always good and, like Trollope, seldom great. Getting On, his often comic 1971 play about the bome life of a Labour MP, has probably more flaws than any Bennett play I have seen in the theatre. And yet it never flags, it is adult and subtle and funny, and on a Wednesday night it holds the attention of the packed West Yorkshire Playhouse from first to

Bennett has now made it well known that the original production of Getting On. which won the Evening Standord best Comedy Award in 1971, did not satisfy anyway, and be felt that Kenneth More's performance as the socialist MP, George Oliver, was all too loveable. George is wordy, intense, busy, loyal, involved, but woefully blind to such aspects of his bome life as the fact that his wife is having an affair with the handyman.

But is Timothy West the actor to restore George and Getting On to Bennett's intentions? I find it hard to distinguish his performance here from the Macbeth I saw him act in Clwyd last September; he seems to be delivering the same goods we have come to expect from him. His extreme naturalness is refreshing, and, above all, he can speak the words with such relaxed command that we forget he is acting. (I say that he can speak that way because, at my performance, be several times floun-dered verhally while finding his way through a line, and under-enounced enough consonants to make a few lines inaodible.) But surely this MP should have less affability, more edge, more thunder?

George is a tricky role, however, not least because Bennett does not establish the role's social myopia very well. As far as we can see, George takes a bvely interest in his two young children's characters, haircuts, and bedtime demands, he likes to socialise with his wife Polly, and he adores his mother-in-law Enid. True, he likes to assume that his grown-up son Andy is having sexual affairs when he isn't, but it is touching that he takes any interest at all in Adam's sex life; plenty of other fathers in 1971 showed no concern except in their children's ootward appearance.

needs a strong personality to prevent the result from sounding trite and superficial - the only way to describe Commedia (1972), one of two Bolcom works in a programme conducted by Leonard Slatkin. A short pastiche of 18th century music for chamber orcbestra, it showcases the extraordinary technical facility with which Bolcom dresses up ideas of little

His Fifth Symphony (1990), which the Philharmonic played with real finesse, attempts something more substantial. The opening movement, couched in modernist tones, is terse and well-argued; together with the finale - a sardonic, machine-like crescendo - it provides a powerful frame. But Bolcom spoils the effect by falling back on clever doodles in the two middle movements. The scherzo fuses the funeral hymn "Abide with me" with the Wedding March from Lohengrin, while the slow movement resembles a sentimental cabaret song. Like a comedian who occasion-ally tries his hand at straight acting, Bolcom's prime goal is to entertain. The results are slick, occasionally touching, but rarely challenging.

Herbert's two cello concertos, the second of which was played by Ma in the week after the Bolcom concerts, come from a differeot pedigree. Herbert was born in Duhlin, raised in Stuttgart and employed as a cellist in the Met orchestra after arriving in New York at the age of 27. He was a typical immigrant, in that be carried a slice of European culture with him - but also quintessentially American in refusing to confine himself to one narrow category of musical activity.

He made his name with a loog series of operettas (from Prince Ananias to Naughty Marietta) - and for anyooe familiar with them, his Second Cello Concerto will come as a surprise, Written after his arrival in the US but before his popular successes, It

It is a familiar American refrain, but it is uncompromisingly serious in style, with as if she was still learning them - the a taut thematic structure and wistful turn of phrase. Dvoták beard Herbert give the premiere with the New York Philharmonic in 1894, and it clearly influenced his own concerto, written in the following months. Ma's reading could not have been more persuasive. And Masur, batonless and increasingly Brahmslan, continues bis long honeymood with the Philharmonic. If only the acoustic of Avery Fisher Hall were a little less ugly ...

> wo more American works surfaced in a concert by the Atlanta Symphony at Carnegie Hall - Barber's Adagio, showing off the orchestra's supple string cushion, and Javelin hy Michael Torke (b.1961). Commissioned hy the Atlanta Olympic Committee and premiered last September, it is a brief, hreezy New World showpiece. Torke gives popu-lism a good name - neither trendy nor overly traditional, but with bags of rhythmic verve. In the same programme, Frederica von Stade was the soloist in Chausson's Poème de l'omour et de la mer, Although her voice lacks the ideal weight, sbe sang radiantly. We were left in no doubt that von Stade is still in her prime.

The Met orchestra's new Sunday matinee series at Carnegie Hall began with a Strauss programme, the perfect vehicle for this ensemble's fat sound and James Levine's genial podium style. The seven-movemeot versioo of the Bourgeois Gentilhomme suite had panache and swagger; in Don Quirote, the orchestra's principal cellist and violist, Jerry Grossman and Micbael Ouzounian, were vivid interpreters of the solo parts. Small wonder Levine wants to expand the orchestra's recording and touring schedule. He is an exemplary accompanist, but even be could not salvage Margaret Price's two groups of songs tincluding Four Last Songs). She sounded

voice muffled, the score held rigidly in front of her face. All rather sad.

Two final snapshots from a heetic week: Mikhail Pletney and the hard-driven Russian National Orebestra, visiting Lincoln Center midway through an exhausting tour of smaller east coast cities; and the Cleveland Orchestra with Christoph von Dohnanyi, who were ut residence at Caroegie Hall.

Only five years ago, a visiting Russian orchestra was a major event in the US Now they are ten-a-penny. Pletney and his orchestra - who have built up a fabulous reputation - could not afford a soloist, and failed to draw a full house. The programme I heard consisted of a suite from Prokofiev's Romeo and Julier and Shostakovich's Teoth Symphony, which Pletney conducted with cool diffidence. Tempi were fast and matter-of-fact - an approach which enhanced the hizarre, sinister qualities of the symphony's second movement allegro. The playing was flawless, but the concert was a disappointment. Pletney seemed committed to the notes but disengaged from the message behind them.

The Clevelanders, by contrast, made a hig impression. In addition to Wozzeck, Dohnanyi conducted the New York premiere of Birtwistle's Earth Dances, which the New York Times critic welcomed as "endlessly innovative", with a "measured loquacity that keeps the car alive and waiting". The programmes were otherwise devoted to Brahms - opening with the First Piano Concerto, commandingly played by Emanuel Ax. and Schoenberg's arrangement of the G minor piano quartet. The latter was vintage Dohnanyi: brisk. unseotimeotal and free of pomposity, as if the whole orchestra were playing chamber music, it was a revelation, bearing out Schoenberg's words, quoted in the programme, that "I wanted once to hear everything, and this I achieved".



Theatre/Alastair Macaulay

# Bennett's 'Getting on' revived

True, he misses the fact that both his wife ond his best friend Brian are having affairs with the same handyman, but they themselves are less than erotically obsessed, and their behaviour to George continues as happily as ever until the final scene. True, he does not stop to think that Brian, a secretly gay Tory MP, could have his career wrecked by exposure; hut at least he is supportive. Polly remarks at one point that George does oot like people: hnt that is not what we see in the way he treats his immediate social circle. Yet to mention the play's flaws is to

George by so many lights; we hear adultery and homosexuality and socialism discussed with honesty and sensitivity; and we feel the fine bonds of affection that tie a family bousehold together.

Prunella Scales's staging catches all the comedy with which the play so brightly starts and then the way it tapers away into frustration. All the performances have plenty of telling detail. (So does Saul Radomsky's set of the Olivers' crowded kitchen.) Kate Lynn Owen's bright account of George's wife Polly is wholly

ity and (eventually) tears that are called for, and Peter Preotice is wholly convincing as Andy. There is slightly more artifice in Paula Jacobs's account of Enid, Christo pher Strauli's as Brian, and Chris Larkin's as Geoff, but feeling and character are intelligently observed. Scales, of course, is Mrs West. Too bad she did not charge her husband's performance with a harsher

At the Quarry Theatre, West Yorkshire Playhouse, Leeds, until March 11.



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### **BERLIN**

OPERA/BALLET Deutsche Oper Tel: (030) 341 9249 Ein Maskenball: by Verdi.
 Conducted by Rafael Frühbeck de

Burgos/Sebastian Lang-Lessing, produced by Götz Friedrich; 7.30 om: Feb 10, 18 L'ttaliana in Algeri: by Rossini. Conducted by Ion Marin/Carlo Rizzi, produced by Jérôme Savary; 7 pm;

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# LONDON

CONCERTS Barbican Tel: (0171) 638 8891 Tippett Visions of Paradise: Sir Colin Davis conducts the London Sinfonietta with planist Stephen Kovacevich and soprano Faye Robinson to play Beethoven and Tippett's, 'Symphony No 3'; 7.30

 Grand Classical Evening: David Coleman conducts the National Symphony Orchestra with tenor Bruce Rankin and baritone Steven Page to play a wide and varied programme of classical music, 7.30 nn: Feb 11

■ Tippett: Visions of Paradise: Sir Colin Davis conducts the London Symphony Orchestra to play

Tippett's, 'Triple Concerto' and Elgar, 7.30 pm; Feb 12 Festival Hall Tel: (0171) 928 8800 Igor Oistrakh Piays Mendelssohn and Tchalkovsky: Simon Phipps Orchestra and violinist Igor Oistrakh;

7.30 pm; Feb 11 Royal Academy Tel: (0171) 439 Philharmonia Orchestra: Kurt Sanderling conducts Beethoven and Shostakovich; 7.30 pm; Feb 12

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632 8300 King Priam: a new production of Tippett's opera that opens the London festival - Tippett Visions of Paradise, to celebrate the composer's 90th birthday; 7.30 pm;

 Madama Butterfly: Puccini's opera, originally directed by Graham Vick; 7.30 pm; Feb 18 Rigoletto: Jonathan Miller's updated version of Verdi's opera where the duke is a mafia boss; 7.30 pm; Feb 10, 13, 15 Royal Opera House Tel: (0171) 340

 Der Rosenkavalier, by Strauss. Conducted by Andrew Davis, directed by John Schlesinger,

Soloists includa Felicity Lott/Anna Tomowa-Sintow as Prinzess von Werdanberg: 8.30 pm; Feb 11, 15 Gisella: music by Adolphe Adam.
 A Royal Ballet production

choreographed by Marius Petipa after Jean Coralli and Jules Perrot and produced by Peter Wright; 7.30 La Bohème: by Puccini. Conducted by Simone Young/ Paul Wynne Griffiths, directed by John

Copley. Soloists include Angela Gheorghlu/ Amanda Thane as Mimi and Maria McLaughlin/ Judith Howarth as Musetta; 7.30 pm; Feb

• The Prince of the Pagodas: by Britten. A Royal Ballet production choreographed by Kenneth MacMillan opens a Benjamin Britten 'mini festival' at the Royal Opera; 7.30 pm; Feb 17 THEATRE

National, Lyttelton Tel: (0171) 928 The Children's Hour: by Lillian Hellman, directed by Howard Davies; 7.30 pm; Feb 10, 11 (2.15

National, Olivier Tel: (0171) 928 2252 The Merry Wives of Windsor: by Shakespeare. Terry Hands directs his first production at the National. With Denis Quilley as Falstaff, Brenda Bruce es Mistress Quickly

### Ford; 7.15 pm; Feb 16, 17 ■ NEW YORK

OPERA/BALLET Metropolitan Tel: (212) 362 6000 Cavalieria Rusticana / Pagliacci: by Mascagni/Leoncavallo. Production by Franco Zefirelli,

and Geraldina Fitzgerald as Mistres

conductor Christian Badea; 8 pm; Feb 10, 18 Il Barbiere di Siviglia: hy Rossini.

Produced by John Cox, conducted by David Atherton; 8 pm; Feb 11, 14 La Traviata: by Verdi. Produced by Franco Zeffirelli, conducted by John Fiore; 8 pm; Feb 13, 17 Turandot by Puccini. Produced by Franco Zeffirelli, conducted by Nello Santi; 8 pm; Feb 11 (1.30 pm),

THEATRE Joseph Papp Public Theater Tel: (212) 598 7150 The Merchant of Venice: by

Shakespeare. Oirected by Barry Edelstein, and with Ron Leibman playing Shylock; 8 pm; (Not Mon) Perry Street Tel: (212) 307 4100 Dvlan Thomas: Return Journey and The Truman Capota Talk Show. Two one-man shows written by and starring Bob Kingdom. Direction by Anthony Hopkins and Kevin Knight;

### **■ PARIS**

CONCERTS Champs Elysées Tel; (1) 47 23 37 21/47 20 08 24 Alban Berg Quartet: plays Haydn, Webern and Beethoven; 8.30 pm;

 Orchestra of tha Champs Elysées: with soprano Soile Isokoski. alto Birgit Remmert and tenor James Taylor plays Beethoven under the direction of Phillipe Harreweghe; 8.30 pm; Feb 15

Musée d'Orsay Tel: (1) 45 49 11 11 James McNeill Whistler. exhibition of works; to Apr 30 OPERA/BALLET Châtelet Tel: (1) 40 28 28 40

 King Arthur, music by Purcell, A William Christie and Graham Vick Opéra National de Parls, Bastille Tel: (1) 47 42 57 50 La Damnation da Faust: by Berlioz. Conducted by Myung-Whun Chung and produced by Luca

Ronconi, Soloists include Béatrice

Una-Monzon as Marguenta, and Thomas Moser/Gary Lakes as Faust: 7.30 pm; Feb 12 (3 pm) 15 Lucia di Lammermoor: by Donizetti, A new production by Andrel Serban. Maurizio Benini and Roberto Abbado (from April) conduct the orchestra and chorus of the Paris National Opera; 7.30 pm; Fah

### ■ WASHINGTON CONCERTS

Kennedy Center Tal; (202) 467

 National Symphony Orchestra: with violinist Cho-Liang Lin. Paavo Berglund conducts Kokkonen, Tchaikovsky and Brahms; 8.30 pm; GALLERIES

Corcoran Tel: (202) 638 3211 Family Lives: photographs by Tina Barney, Nic Nicosia and Catherine Wagner, to Feb 13 OPERA/BALLET

Washington Opera Tel: (202) 416 7800 Semele: hy Handel, Conductor Martin Pearlman, Roman Terleckyj directs a Zack Brown production, 8

pm; Feb 15 Vanessa: by Samuel Barber. Director Michael Kahn, conductor Christopher Keene; 8 pm; Fab 13 (7 WORLD SERVICE BBC for Europe can be received in western Europe on Medium Wave 648 kHZ

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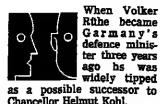
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# THE FT INTERVIEW: Volker Rühe



Soon afterwards his career nosedived, when his attempt to savs money and win public support by cancelling the Eurofighter project ran into opposition from Theo Waigel, the finance minister. Eurofighter meant jobs in Bavaria, homeland of Waigel's party, the Christian Social Union. The chancellor firmly backed the finance minister's view, and Rühe was humiliated

But the Hamburg-based defence minister, built like the rugby forward he was during a brief stay at Hurstpierpoint public school in England in 1961, is nothing if not a stayer. He soon found a new theme the need for eastward expansion of Nato, with which to raise his political profile.

Here too he seemed at first to have overreached himself. The foreign ministry, headed by Klaus Kinkel of the Free Democratic Party, poured cold water on the idea, fearing it would alienate Russia. There was caution elsewhere in Europe, and initially in Wash-

But late last year US policy shifted, and the European consensus appears to be following suit At last weekend's Wehrkunde conference on European eccurity in Munich, Kinkel himself declared that "we must expand Nato eastwards because there can be no economic development without external security", and Rudolf Scharping, leader of the Social Democrat opposition, said much the same. Rühe hardly needed to labour the point.

For Rühe, the conference was a personal triumph. He had stuck his neck out by publicly disinviting the Russian defence minister, Pavel Grachev, after the latter's intemperate attack on critics of the army's behaviour in Chechnya. Grachev's last-minnte replacement, the chairman of the parliamentary defence committee, publicly praised Rühe for having the courage of

Not surprisingly, the minister returned to Bonn in ebul-lient form. I brought this subject [Nato expansion] on to the political agenda," he declares, "and I'm very content with the progress we've made."

being destroyed at

the rate of thousands of

# Front row defender



He would not be drawn on the thorny issue of which new members should be admitted to Nato first, except that clearly Poland will be one of them. He expects the current study on "why and how" to be completed by September, and the more contentious decisions on "who and when" to be dis-cussed when Nato defence ministers meet in December.

Last year he caused a stir by saying Russia could never be a candidate. Now he puts it slightly differently: "You can-not organise Europe just around this one principle of integration and membership. What you have to do is also go for co-operation and strategic partnership." Clearly the former is intended for countries on their way into Nato and the EU, the latter for Russia and

Mr Rühe is as unrepentant about Eurofighter, claiming Germany's partners in the project - Britain, Spain and Italy - are now grateful to him for cutting its cost by insisting on a slimmed down version. Indeed, he sometimes calls himself the aircraft's "only friend", as he tries to extract funds for it from the Bundestag - a task he describes as difficult, but possible".

His ministry is locked in

elicit an acceptable price. But he will not be drawn on the contentious issue of production shares. "We'll stick to what has been agreed," be says, "because otherwise people give dream numbers. Everyone has to take the first 140 [planes]

and then we'll see how things

Rübe delighted that the US now eees a distinct European "defence identity" as strengthening Nato, not competing with it, and is determined that Germany will play its full role both inside and outside Nato's borders - something which last year's ruling by the German Constitutional Court has at last freed it to do.

This year's hig task is to remould the Bundeswehr into a more flexible force better suited to post-cold war conditions, by creating all-volunteer "crisis reaction" forces which can be sent to trouble spots units separate from the main defence force of which Mr Rühe is proud. "The Bundeswehr will be prepared for the most likely situation of the future. So far we are best for the most unlikely situation."

Michael Lindemann When Germany sent troops to Somalia in 1993 - the largest and Edward Mortimer

# Europa: Luigi Vittorio Ferraris

# Italy takes a deep breath



ever overseas dsployment since the second world war -the minister had to raid 250

different units to piece

together a 1,700 strong volun-teer force. It is not an experi-

He has never accepted, he

says, the notion that German

armed forces cannot ha

deployed in countries occupied

by the Wehrmacht during the

second world war. His formula

is: "We will go where we can

be part of the solution and not

Bosnia is still clearly in the

latter category, as far as

ground troops are concerned.

but Mr Rühe insists that "our

EU to have a single seat on the UN Security Council - is not a

runner in the present political

climate. Indeed, although in

his Munich speech he had a harsh word for "trendy Euro-

scepticism", be prefers to draw

attention to the passage in

which he stressed the role of

the sovereign nation-state. And

he points to similarities with

the recent speech on this

theme by his British opposite

number, Malcolm Rifkind, as

well as the anti-federalist

article by the French prime minister in Le Monde last

A long-standing Anglophile,

who as CDU general secretary

developed close relations with

the UK Conservative party, Mr

Rühe insists he has not given up on his old friends, "This is

just the beginning of the

debate" on the 1996 intergov-

ernmental conference, he

stresses, "and it has to be a realistic one... What we really have to do is look at the details

and see what can we achieve"

part of the problem."

ence he wishes to repeat.

Mr Silvio Bertion under the weight of its Internal contradictions, the

new government under Mr Lamberto Dini came as no great surprise. The big question now is which party or parties will inherit the allegiance of the moderate majority of the Italian elector-

prime responsibility lies in Europe and on its periphery", Mr Berlusconi's coalition had Here again there is a clear difference of emphasis between little backing from big busihim and Mr Kinkel. The latter ness and intellectuals. It owed its electoral victory last March is keen to offer German solto the support of a wide range diers for UN peacekeeping misof social groups ranging from the middle classes to lowersions, partly to strengthen Germany's claim to a permanent income wage-earners. The supseat on the Security Council. port this part of the electorate had previously given to a catch-all party, the Christian Mr Rühe is, to say the least, laid back about this claim. "I'm not pushing," he says. "There is no reason to push because it Democrats, was transferred to new parties under the influmeans extra responsibility and not extra joy. It means that 24 ence of Mr Berlusconi's movement. The next election, likely hours a day you have to say to ba held within a few yes and no to certain crises, months, will show whether the and this is not exactly what Germany is used to - to put it realignment of the centre in Italian politics has entered a new and decisive stage. He admits, though, that his own first preference - for the

The middle-ground majority would still prefer to be ruled by well-balanced political centre parties, while Mr Beriusconi appeals to the conservative or free market side of the spectrum. Professor Romano Prodi, the former head of the state holding company IRI, has now entered the political stage as the new leader of anti-Berlusconi forces on the centreleft, but it is too early to say how attractive a candidate he

In the shifts taking place in Italian politics, two factors play a crucial role. First, the country is undergoing a change in its social structure as the aspiration takes hold that the state'e encroachment into economic life should be into economic life should be diminished. To win the countries more effective and government more stable, a mixed system of

the try, policies are needed not proportional representation of simply to outline plans for and "first past the post" voting economic liberalisation, but also to change people's behaviour so that they do not rely too much on the state.

Second, Italy is an extreme case of a general western phenomenon: electorates' dissatisfaction with the political class. Last March, after many deputies had been engulfed by a tide of scandal, two-thirds of parliament was replaced. But the task of full-scale political renewal has been more difficult than expected. The newcomers lacked political experience. Moreover, they were carve up the media ple in an confronted by a political elite equal but artificial fashion.

in other parts of the ruling structure. from Italian media, who had enjoyed 'civil society' power for decades. The new entrants were resented as intruders in is fraught with pitfalls the exclusive club of politics and could not find their feet.

society" and turning them into politicians is a path fraught with pitfalls, in Italy as elsewhere. Some of these people found it hard to avoid conflicts between their personal interests and their official duties, for instance when it came to giving up existing links with corporatione. Mr Berlusconi himself hardly gave a lead by showing himself reluctant to part from his cherished busi-

As part of the attempted renewal of their democratic system, the Italians changed the rules of the game, perhaps without taking into account the intricacles of the new system. To try to make parliament

was introduced: English-style, they think in Italy! This inten-sified the trend towards voting on personalities rather than parties. Combined with the excessive use of referendums, the result has been to increase the importance of the media and the influence of demagogues. Reforms of broadcastlegislation and media control will be a crucial task for Mr Dini, but in a country where people are as indepen-dent in their judgments as the

It is a mea-

crisis that an

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crats. Although

Taking people and turning them turned for salvation to into politicians a non-elect-ed government is a path that composed sole-ly of techno-

Taking per-sonalities from Italy'e "civil as a temporary solution, it is a strange revamping of an old authoritarian ideal of the right. But the desire to fill the executive with people who have not been voted into power aptly symbolises the popular revul-sion against elected politicians: a feeling found elsewhere in the continent as well, above all in central and eastern Europe.

The people may come to the conclusion that it is better to be ruled by competent experts, even if they are conservatives from the upper classes. How-ever, Italy faces tremendous challenges, above all in reduc-ing the size of the debt burden and adapting the social security system to changed demographic and economic circum-

stances: It would be folly to

found to these questions simply on the basis of rational technical decisions which somehow avoid the need for fundamental political choices.

Even if the technocrats succeed in winning Italy a respite, this could end up reducing further the esteem in which politicians are held. For it elected representatives are proved to be inferior in discharging government responsibilities, will the people trust them any more in future? A reel danger to democracy could arise if voters were deprived of the possi-Italians it will be impossible to bility of voting a government out of office simply because it was made up of highbrow techsure of Italy's

The Dini government has pledged tough economic measures. And, in a swirl of opportunism (alas, an Italian i tion), leftwing parties that previously brought 1m protesters on to the streets to oppose such measures now say they support the technocrats who want to put them into effect. It may therefore be that the present truce in Italian politics will not last all thet long.

What will happen next? Italians are a realistic people: they have few illusions about the outcome of the transition. But they will also grow impatient if up the old habits that have cost the country dearly. Mr Dini's technocrats offer a breathing space, but no more than that. Answers to Italy's problems will be painful, but they can be found and implemented only with the will of the people. Sooner rather than later, the power of the ballot box must re-assert

The author is head of the department for international relations at Luiss university in Council of Stote (supreme

# LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'fine').

Translation may be available for letters written in the main international languages.

# Democracy the priority in EU debate

From Mr Christopher J. Airey. Sir. As the debate on Europe and the integration of EU members drops to the level of insult, could I ask your paper to continue to resist the temptation to trivialise?

The single currency debate is conducted as though it is only a question of what portraits are on the notes, or a matter of simple economics. Once economies are sufficiently congruhow do they know that these economies will not diverge again, and does this not characterise what happened during matter to me if this assembly Britain's sorry membership of,

Let us suppose that we do ioin a single currency version of the EU. There will be a European Central Bank, which will presumably have duties and obligations similar to those of the Bundesbank, That institution will therefore govern the money supply and guard against inflation.

and exit from, the ERM?

If there is one currency and one money supply, there is a budget authority and one assembly to govern it will follow. Intellectually it does not

ster's current prerogatives. What does matter is the lamentable state of EU parliamentary democracy. Effectively governed by the commissioners and reviewed by the Council of Ministers, the parliament is greatly lacking in teeth, as its inability to intervene in the appointment of commissioners showed...

If the main revenue-raising body of the EU becomes Eurorooted in a democratically elected parliament that has all the powers one expects of such a body. The executive would then be those people who could UK

command a majority in the assembly, and not the place-men of the national politicians as they are now. The real debate should be

about the need for reform of the Commission and parliamentary structure. UK membership of a closar union should be linked to that, not the narrow, and flawed, economic considerations that currently prevail.

NatWest Securities, 135 Bishopsgate, London EC2M 3XT,

trees a minute, how can planning just a handful of seedlings make a difference? A WWF - World Wide Fund For Nature tree to be eleared every two or three years. nursery addresses some of the problems facing people

that ean force them to chop down trees. Where hunget or poverty is the underlying cause of deforestation, we can provide fruit trees.

The villagers of Mugunga, Zaire, for example, eat papaya and mangoes from WWF trees. And rather thao having to sell timber to buy other food, they can now sell the sorplus fruit their nursery produces.

Where trees are chopped down for firewood. WWF and the local people can protect them by planting fast-growing varieties to form a renewable fuel source.

This is particularly valuable in the Impenetrable Forest, Uganda, where indigenous hardwoods take two hundred years to mature. The Markhamia lotea trees planted by WWF and local villages can be harvested within five or six years of planting.

Where trees are chopped down to be used for construccion, as in Panama and Pakistan, we supply other species that are fast-growing and easily replaced. These tree nurseries are just part of the work we

do with the people of the tropical forests. WWF sponsors students from developing countries on an agroforestry course at UPAZ University in Costa Rica, where WWF provides technical advice oo growing vegetable and grain crops.

very quickly by "slash and burn" farming methods. New tracts of tropical forest would then have This unnecessary destruction can be prevented by

combining modern techniques with traditional practices so that the same plot of land can be used to produce crops over and over again. In La Planada, Colombia, oor experimental farm

demonstrates how these techniques can be used to grow a family's food on a small four hectare plot. (Instead of clearing the usual ten hectares of forest.)

WWF fieldworkers are now involved in over 100 tropical forest projects in 45 countries around the world. The idea behind all of this work is that the use of

natural resources should be sustainable. WWF is calling for the rate of deforestation in the tropics to be halved by 1995, and for there to be no net deforestation by the end of the century.

Write to the Membership Officer at the address below to find out how you can help us ensure that this generation does not continue to steal nature's capital from the next. It could be with a donation, or, appropriately eoough, a legacy.



WWF World Wide Fund For Nature

Internacional Secretariat, 1196 Gland, Switzerland.

FOR THE SAKE OF THE CHILDREN WE GAVE THEM A NURSERY.

### GDP measure of relative Measure of commodities' worth is total return corporate tax rates From Mr Graeme Cottam.

From Mr Ronald J Gould. Sir. As long-term investors in commodities, we read your editorial "Speculation in commodities" (February 8) with interest. We strongly believe that commodities should be regarded as a useful asset class in mainstream investment portfolios because their nega-

tive correlation with equities and bonds reduces risk. Commodities should only be compared with other asset s on a total return basis. This takes into account not only spot price changes, but also the income produced from cash provided as collateral for positions in commodity futures and the return: which occurs from rolling over near-term

To measure commodity returns solely on a spot basis is to ignore a large part of the

On a total return basis, commodities have, over the past 25 years, all but kept pace with UK equities and have outstripped the major bond indices. While commodities may be

intrinsically more volatile than bonds, they are no more so than equities. But, as with other asset classes, it is important to minimise volatility by

The value of diversification was illustrated on Monday, the day of the commodities "crash". Nickel and lead, which registered the largest falls, together account for only 1.1 per cent of the benchmark Goldman Sachs Commodity Index (GSCI), which comprises

Several index constituents including natural gas, silver, corn, soybeans, live cattle and live hogs - actually rose, while the GSCI itself fell by only 0.19 per cent, hardly the stuff of a speculative collapse. As such we believe that commodities sent an asset class in which the assets of pensioners may prudently be invested. Ronald J Gould,

managing director BZW Investment I Swan Lan

London EC4R 3UD, UK

# Funds for Maxwell claims

From Mr M.L. McKillop. Sir. Your report of the settlement between joint administrators to the AGB Group of Maxwell private companies and the trustees of the six relavant pension funds gave the impression that Arthur Andersen had agreed to settle the trustees' claims ("Pension trustees agree 210m deal on missing cash", February 8). There are not, and never have been, any claims against Arthur Andersen in relation to Maxwell private

companies pension funds. The pension trustees' claims are against specific Maxwell private companies in their capacities as former employers. I Surrey Street,
Acting in our capacity as joint | London WC2R 2NT, UK

administrators to the relevant Maxwell private companies, we negotiated a settlement of the trustees' claims. This settlement, which has avoided expensive and protracted litigation, will (once approved by the relevant creditor committees) be satisfied from the funds recovered by the administrators on behalf of the companies' creditors. The majority of these funds, in this instance. arise from the successful sales of the relavant companies'

M.L. McKillop. joint administ Maxwell private companies,

Sir, Prospective foreign investors in the UK should not be discouraged by the report that Sweden, Finland and Norway now have the lowest corporate tax rates among mem-bers of the OECD ("[UK] corporate tax rates no longer the lowest", February 6). The headline tax rate is only one part of the effective tax rate

note that the definition of taxable profits, the tax base on which the rate is applied, still varies greatly within the OECD. To the extent that a reduction in the corporate rate has been achieved by a broadening of the base, as happened in many countries in the 1960s, the benefit of the reduced rate could be regarded as illusory.
If foreign investors wish to

Foreign investors must also

obtain a broad view of whether a country is a high or low-tax country, they should consult the OECD's statistics of tax revenues as a proportion of gross domestic product.

It is interesting to note that the three countries cited in the tax rate report - Sweden, Finland and Norway - are placed first, fourth and sixth in the OECD's own table, collecting respectively 50.0, 47.0 and 46.6 per cent of GDP in tax (Revenue Statistics of OECD Member Countries, OECD, 1994). In contrast, the UK is 17th in the OECD table, collecting only 35.2 per cent of GDP in

Graeme Cottam. partner, international corporate No 1 London Bridge, London SEI 9QL, UK

# Celebrations should reflect on success of European concept

From Mr Jo Carey.

Sir, It is to be hoped that those responsible for organising the celebration on May 8 of the 50th anniversary of VE day. will not have overlooked the fact that the following day, May 9, marks the 45th anniversary of another important and very relevant event. I refer to the launching on

May 9 1950 of the Schuman plan, which gave birth via the Coal and Steel Community to the European Union as wa know it today. Schuman's stated objective was "to make war not merely unthinkable but materially impossible".

The EU has its faults, as I know well from experience, but if Schuman were around today ha would be entitled to feel some satisfaction at the extent to which the history of the second half of the 20th century has progressively vali-

dated his original concept, and some disappointment at the fact that the EU member state which did most to save Europe in the war has been so reluctant to learn the lessons of the

Some of us are worried that the VE day celebrations will be hijacked by the sort of nostalgia and distinctive little-Englandism which is currently rampant in certain political circles. Some simultaneous commemoration of Schuman's initlative would be a welcome antidote, would introduce a forward-looking note to the occasion, and would be an eminently appropriate tribute to the sacrifice of those who lost their lives. Jo Carey,

member, EU Court of Auditors (1983-92),28 Ripplevale Grove Islington, London NI 1HU

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# FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700 Friday February 10 1995

# UK's role in Europe

The chancellor of the exchequer is among the most convinced sup-porters of British participation in the European Union within the present cabinet. He may also be the cabinet's most powerful member, not excluding the prime minister. For both reasons, his speech to the European Movement's gala dinner yesterday was of the highest importance. His task was to define - and defend - an acceptable basis for British engagement with the EU in general, and with economic and monetary union (Emu) in particular. His remarks will not be final. But they were

sensible in more than UK terms.
"Our goal," insisted Mr Clarke,
"should be a strong Britain in the heart of a strong Europe, a Europe of strong nation statea acting together to further common interests where they exist, but retaining the essential features of national identity. The bottom line on every proposed new policy should always be would this European policy be good for Britain?" This Gaullist conception of the EU ought to form a basis for agreement within his party, although it conflicts rather more with ideas on the continent than Mr Clarke cares to admit.

Where the chancellor is on firmer ground is in emphasising the many benefits that the UK has drawn from EU membership: inward investment, for example, largely designed to exploit the wider European market. It would, as he insisted, be the height of folly for the UK to turn its back on European developments.

To be engaged is one thing, to be part of everything is quite another. "Whether or not Britain should participate in a single cur-rency is," remarked Mr Clarke, one of the most important economic policy decisions that the British parliament will eventually have to make." This is a careful formulation, one that excludes a referendum and narrows Emu to a purely economic decision. Both points are debatable.

Economics of Emu

Mr Clarke's remarks on the economics of Emu, which were in line with those of the governor of the Bank of England, Mr Eddie George, in Paris last week, deserve some applause. His view that "a single currency would not work economies were marching as one" may go much too far, since this is rarely true within existing unions. But abandonment of the exchange rate as a policy instrument is indeed risky, for Europe and for individual countries.

The chancellor argued that the Maastricht convergence criteria on interest rates, inflation, fiscal deficits and debt are merely neces sary conditions for a workable Emu. The truth, however, is that they are neither necessary, nor sufficient conditions.

Fiscal deficits

They are not necessary because it would be perfectly possible to combine Emu with high fiscal deficits and debt in particular countries, provided tha commitment not to bail out a government that found itself in difficulties could be made credible to the markets. They are not sufficient, as Mr Clarke said, because they ignore the real economy. The questions here are two: first, whether substantial divergences in economic conditions have emerged - or may in time emerge - within Europe, the answer to which is yes; second, whether adjustments in nominal exchange rates can help cure such disequilibria, to which the answer is also yes.

Mr Clarke argued that Emu does

not entail political union. This may be so, although his example of the link between the Austrian schilling and the D-Mark is misleading. But many do regard Emu as a step towards such a union. Mr Clarke warns that "the havoc that would result from a precipitous and badly prepared move to a single currency would undermine the political unity that the enthuslasts for a deeper political union are seeking." Amen to that. Entry into Emu

must not be taken an act of political machismo. Irrevocable abandonment of the exchange rate is a step of the greatest gravity. Only a country sure that it can live with and politically, should contemplate it. That is why real economic conditions will matter and why public consent will also matter. It may, as Mr Clarke remarked, be many years before Euro begins. But "the time has come for a sensible and informed debate." Such a debate is indeed needed, not just unless the participating European in the UK, but throughout the EU.

# Keeping Korea on track

When North Korea signed its nuclear agreement with the US last October, it looked for a while as though the world could breathe easily about a problem that had threatened to destabilise more than just the north-east Asian region. But the flaws in the accord

are beginning to show.

To aucceed, the agreement depends crucially on Pyongyang accepting South Korea as the designated supplier of its "safe" lightwater reactors, and by extension on an improving relationship between the two Koreas. So far, North Korea has not agreed to accept South Korean reactors, and relations between them remain virtually non-existent. To complicate matters further, final agreement is lacking on an international financial package to

support the accord.

Of the total estimated cost of \$4.5bn, South Korea is expected to provide up to \$3.6bn, Japan roughly \$700m, and the US and other donors the balance. Governments in Europe, the Middle East and Asia could give the process a push by responding sympathetically to requests from the US for token financial contributions.

Such broad-based support would underline the importance attached by the outside world to the agreement succeeding. North Korea needs reminding that it cannot achieve the international recognition that it desires by freezing the South out of its dealings with the world. Detente on the Korean pensinsula requires accommodation with a willing Seoul.

The problem is that, unless North Korea does accept South Korean supplies, Seoul is unlikely to absorb its share of the cost. But there is little chance that any other supplier will offer the highly concessionary finance envisaged in October's agreement.

Weapons manufacture

There is a separate risk that North Korea will either remain unwilling to allow eventual inspection of its waste-reprocessing sites as the agreement pro-vides or that such inspection will reveal that it does indeed possess nuclear weapons. In that case the whole deal could collapse when inspections start in around fiva years tima. A third problem is ment to that the light water reactors support.

North Korea is supposed to receive will still produce plutonium that can be used in weapons

Potential contributors might use such concerns to justify refusing support. But they should consider the risks of refusal and the arguments for burden sharing. European participation would help Japan justify large-scale govern-ment funding as well as encouraging support in the US Congress US appropriations will be only a fraction of the revenue US companies will earn from the deal. Japan can claim that European countries should reciprocate for the assistance it provided after Chernobyl.

International support

It is not certain that the deal would unravel without international support, but its prospects would be enhanced with it. If the deal collapsed the world would be back to square one, facing a defiant, possibly nuclear-armed North Korea. Since sanctions would be ineffective, there would be little remedy short of military action.

One of the advantages of this reement, at least on paper, is that it provides for a gradual opening up of North Korea to the outside world and a rapprochement with the South. That must be in everybody's longer-term interest. Once detente was under way, it might not matter what the eventual inspections of North Korea's rsprocessing sites revealed. Similarly there would be less cause to worry about the plutonium produced by Pyongyang's

new reactors.

There remains the concern that to reward North Korea for its nnclear threat would set an unhealthy precedent. Certainly Pyongyang does not deserve aid over and above that which is needed to complete the nuclear project. But it is unrealistic to nagine that a country in North Korea's position would co-operate without some financial incentive.

A sceptical US Congress has clearly decided to accept the deal for now because it does not want to be regarded as responsible for scuppering the process when the alternative might be US military mobilisation in Korea. The rest of the world should take that argument to heart and lend its own

fter the influx of US multinational companies earlier this century and the spread of Japanese manufacturing "transplants" in the 1980s, a fresh wave of foreign direct investment is heading for Europe. Driven by ambitious plans for global axpansion, the South Koreans are on their way. The charge is led by Samsung, one of the largest chaebol – the

sprawling conglomerates that dominate Korea's economy. Since last autumn, it has announced plans for a £450m consumer electronics complex in north east England, an excavator plant in Yorkshire and a deal with NEC, a leading Japanese electronics company, to make computer memory chips in Europe. Other chaebol, including Daewoo.

Hyundai and LG (formerly Lucky-Goldstar), are hard on Samsung's heels. Daewoo says it is already committed to projects that will raise its European investments from \$300m to \$1.3bn - equal to the total of reported Korean direct investments in Europe late last year.

More projects may soon be on the

way. Samsung says it wants to build or buy a big European chip factory, and Daewoo is considering a car assembly plant in Britain. The London office of one large international consultancy firm, which had no Korean clients two years ago. says it is advising more than 40 on plans to set up in Europe.
"The trend is definitely set to

grow." says Professor Chong Choi. of London's City University Business School, who has advised Hyundai on its European strategy. "The chaebol are very oligopolistic - once one moves, the others follow," says Mr Kim Yoon Hak, a fellow Korean who is a researcher at Manchester University Business School.

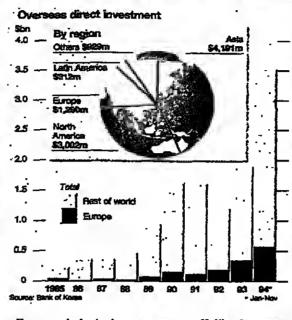
A mixture of motives lies behind the chaebols' stampede abroad. In some respects, they are following closely in the footsteps of Japanese companies, which they have long regarded as arch-rivals. But in other ways they are hreaking new sometimes risky – ground. Like Japanese industry a decade

or so ago, Korean companies face growing pressure to "globalise" their business by shifting part of their aggressive export drive into offshore production. High labour and land costs at home are eroding the competitiveness of some industries - particularly electronics, which has led recent overseas expansion. "Low-cost production is the key to survival in the consumer electronics industry, where there is over-capacity worldwide," says Mr ae Soon-boon, president of Daewoo Electronics. Daewoo says the \$1,300 average monthly wage at its videorecorder plant in Kumi, South Korea, is higher than the \$1,200 it pays at a similar factory in Antrim,

# Big gamble on a European thrust

Guy de Jonquières and John Burton ask if the stampede abroad by South Korean corporations is brave or foolish

South Korean investment: breaking new ground



\$15m colour TV factory at Billinghem, UK, 1990 \$30m with Texas Instruments, semiconductor as pitent, Porto, Portugal, 1994 S42m VCR plant, Antrim, Northern Ireland, 1988 \$23m microwave oven plant, Longwy, France, 1986 \$37m colour TV plant, Fameck, France, 1993 \$150m colour tube factory, Longwy, France, 1993-95 \$130m cashode ray tube factory, Lorraine, France, 1993 \$10m excavator plant, Franceies, Belgium, 1990 \$759m car factory, Cralora, Romania, 1994-95 \$40m colour TV and microwave oven factory. No \$40m VCR factory, Worms, Germany, 1986

\$10m-\$15m excavator factory, Geel, Belgium, 1995

Main investment projects in Europe

\$700m consumer electronics complex, Wynyerd, UK, 1994

Korean industry's overseas expansion was long inhibited by tight foreign exchange controls. However, since they were relaxed late last year, companies have scrambled to pour money into projects as far afield as China, central Asia, India and Latin America.

Historically, Europe has not loomed large on Korea's commercial radar screen, accounting for less than 10 per cent of its annual exports and \$1.3bn of its \$9.7bn total direct investments abroad as of last November. By contrast, \$4.2bn has been invested in Asia and \$3bn in North America. But European governments have recently stepped up their efforts to win a bigger share of Korea's global

ingly courting investment with high-level trade missions and offers of generous financial incentives. The European Commission has pitched in, too. "We have been selling the attractions of Europe's singie market pretty hard in Korea," says one official. Both sides have recently sought a closer political dialogue and are discussing a trade

spending spree. They are increas-

Unlike Japanese manufacturers, which enjoyed commanding superi-ority in quality, productivity and technology when they started moving abroad, many Korean companies are also attracted to Europe hy opportunities to acquire industrial know-how. That is why Samsung wants to buy Rollei, the German camera maker, and Nouvelle Piquerez, a Swiss clock company.

However, many Korean companies - like the Japanese before them - have been induced to set up in Europe as much by sticks as hy carrots. The keenest spur has been a succession of anti-dumping cases brought by European manufactur-ers which claim they are being injured by Korean exports sold at artificially low prices.

So sensitive have Korean manufacturers become to such com-plaints that they have sometimes chosen to sidestep them by setting up plants in Europe even hefore Brussels has opened formal antidumping proceedings. A recent complaint by European excavator manufacturers triggered such moves by Samsung and Hyundai.

industries to think twice about launching anti-dumping actions, ACEA, the European motor manufacturers' association, says a report hy an independent consultant last year found clear evidence that Korean cars were being dumped in Europe. However, Mr Rudolf Beger, ACEA's executive secretary, fears

prompted some other European

an anti-dumping complaint could prove a "two-edged sword" by prompting Korean carmakers to set up assembly operations in Europe. That would cause a new headache for the European industry, which is still struggling to adjust to new capacity created by local Japanese "transplants". Though these remain politically controversial, in most other sectors

the Jspanese have done the Koreans a favour by smoothing away local bostility to inward investments from Asia. Even the French government, once openly critical of such projects, now competes bard to attract them and the jobs they create. Its enthusiasm is reciprocated by

Mr Bae of Daewoo

which has four French plants, deliberately sited in areas of high unem-ployment. "We find it much easier to communicate with the labour force in France than in Korea, despite language differences." he says. "We find it a very good environment for business.

So far, Germany bas proven the most popular EU location for Korean direct investment, attracting 20 per cent of the total. Britain accounts for 16 per cent and France for 14 per cent. But the recent flow of large projects to the UK suggests it may soon move up the rankings. However bospitable the welcome Korea's march into Europe could still face burdles. Professor Choi of City University says the chaebon have done little local homework before investing there, and rely beavily on experience gained in the US. Their readiness to rush in is particularly striking in eastern and central Europe, where few Japanese companies have yet been ready to tread. "The Japanese have 80 per cent of the data they need and are still hesitating," says Professor Choi. "The Koreans bave only 20

nvesting on the basis of such limited knowledge reflects self-confidence - but also involves big risks. These are heightened by the challenge of financing so many worldwide projects simultaneously, and integrating them into the chacbol's highly centralised and hierarchical management structures.

per cent but are forging ahead

The chacbol are currently enjoying a strong profits recovery, fuelled by buoyant economic growth at home. But years of relying on debt as their main source of capital bave left them exceptionally highly geared and limited their margin for commercial error.

Against that background, Samsung's ambitions appear particu-larly beroic. In addition to its rap-idly growing list of ventures overseas, it is committed to investing \$5hn in the next few years to

become a volume car producer. Finally, the speed and scale of the chaebol's global expansion could yet lead to political tensions. Brussels officials say that unless Korean companies' strides into the EU are matched by increased access for European husinesses in Korea, Seoul will face mounting pressure to lower its barriers to imports and foreign investment.

However, Korea's economic development in the past 30 years has been marked by success in gam-bling beavily on industrial projects that appeared impossibly risky at the time. That record argues against predictions that the country's impetuous global thrust will fail to achieve its objectives. But there may be some bumps along the

Chrystia Freeland sees the likely result of an unpopular war as a setback for Russian reform

ow that Russian forces have captured Grozny, the political consequences of the Chechen war are becoming apparent. And, remarkable as it may seem, Mr Boris Yeltsin, the Russian President, and his inner circle may have gained more from the Chechen misadventure than they have lost

While the war in Chechnya failed to deliver a swift victory, It appears to have strengthened the grip on power of the hardliners and weakened the position of the democratic reformers

"The war did not go according to plan, but it showed that, at the end of the day, the president rules and he can do whatever he wants," says Mr Michael McFaul, a senior consultant at the Moscow office of the Carnegie Endowment for International Peace

This is not to say that the Chechen conflict has been the political panacea which the war's architects

were expecting Yeltsin and the hardliners are not going to get the political payoffs they were hoping for," according to Mr McFaul. "Yeltsin wanted a quick, small victorious war to show that there was a muzhik [a real

# Chechnya's other loser

man] in the Kremlin, and he has unloved operation, western pundits not gotten that." unloved operation, western pundits have begun to call upon Mr Yeltsin But if the Chechen conflict has

not been a Russian replay of the Falklands war, in which Britain defeated Argentina in a matter of days in 1982, the slow but implacahle progress of Russian forces in the North Caucasus has not been Mr Yeltsin's Vietnam either. "I do not know what it would take

to create a really big political crisis mat in Moscow said this week. "Over the past nine months you've had the rouble crisis, a cabinet crisis and now Chechnya. But, despite it all, life seems to go on."

Indeed, far from weakening the current trend towards authoritarianism, as some observers predicted, the Chechen war has undermined democratic forces. This outcome may seem perverse.

After all, the war has been deeply unpopular and revealed profound disorganisation within the military.

Observing that it was the hardliners who conceived of thia ham-handed and domestically

to "move away from the cronies who got him in this mess" and return to the embrace of the demo-

As the fighting in the Caucasus winds down, some heads are already beginning to roll and others seem likely to follow. Yesterday Mr Yeltsin sacked two deputy defence ministers, one an outspoken opponent of Chechen campaign, and the other a target of a corruption inves-tigation. This followed the sacking last mouth of Mr Nikolai Yegorov, a deputy prime minister and leading hawk. The position of Gen Pavel Grachev, the Minister of Defence, is precarious.

But when Mr Yeltsin prepares his full list of scapegoats for the mis-handling of the war - as he is likely soon to do - he will he sacrificing tarian policy they have advocated.

individuals, rather than the authori-That is because, while Mr Yeltsin may fault his defence minister for failing to deliver the two-hour victory he promised at the ontset of

the conflict, the president shows no sign of backing off from the principles which prompted the war. One of those principles was that

Russia will defend its territorial integrity by force, and Mr Yeltsin drove that message bome this week when be warned "the peoples of Russia" that devastated Chechnya is an example of what happens to would-be separatists. Another principle was that Russia requires a strong, well-funded military backed by a prosperous defence industry. Market reformers in the government have suggested that the military's poor performance would be grounds to deny funding, but ministry of defence officials are making the opposite argument and they appear to be winning.

Most disturbingly, the Chechen war has revealed the extent to which Russia remains an authoritarian state, albeit a fumbling one. Even the courageous opposition to the war of most of the Russian media has indicated, paradoxically, the weakness of Russia's democratic institutions. As Evgeni Kisi-

lev, Russia's most popular TV anchorman, put it, "this war shows that Yeltsin can spit on public opinion, and get away with it".

Moreover, the Chechen war has undermined the position of Russian politicians who have spearbeaded efforts to create a more liberal, democratic state. "The real losers are the reformers, says Mr McFaul.
"They are now internally divided over the war and, during the next elections their patriotism will he called into question."

It is these developments which

have prompted Mr Sergei Kovalyov, Russia's human rights commissioner to predict that the greatest casualty of the Chechen war will be

Russian democracy.
"Some form of authoritarian power will be built up." Mr Koval-yov says. "There will be a cata-strophic widening of the gulf between the government and the

It has been tempting to hope that the slow capture of Grozny would be a pyrrhic victory for its hardline instigators. But, although more individuals are likely to be sacked for hungling the campaign, the authoritarian political vision they profess could emerge triumphant.

# **OBSERVER**

# Red star five star

■ Next time you spot a busload of jaunty French types whizzing round Beiling, you can bet on them being brandy sales reps. It seems China has knocked Japan into third place of the world's brandy market league table, with the US still number one. Intriguingly, Chinese tipplers

prefer really upmarket brands. those too expensive for European pockets, according to the Beijing Legal Daily. Spirit imports in 1993 99 per cent being cognac -amounted to 720,000 12-bottle cases, selling for between \$59 and \$118 a

Moreover, only 150,000 cases were legally imported, the rest being smuggled. Given that such imports are estimated to be growing 40 per cent a year, where is all the stuff going? The Legal Daily suggests there are only 5m Chinese households with annual income in excess of \$5,900; so someone's doing some hefty swigging. Keep the party partying, so to speak.

# Right swizzle

■ Trust the Swiss not to miss an opportunity to make some money. Zurich's commercial court, which has just issued a judgment on some aspects of the epic governance row between the board of Union Bank of Switzerland and Martin Ebner's BK Vision, sensed there would be hig demand from UBS shareholders and others for its tome. So it's asking for payment - about £12 - for copies, the first time it has done so. By close of play yesterday it had about 40 orders, according to the court's clerk, Johann Zürcher, who claims the court is only trying to recover its costs. Only another few thousand copies to go then, eh?

Castro's cast-offs

It's probably not surprising, now that he has started buying designer-label suits, that Fidel Castro, Cuba's president, should regard foreign investment as not such a nasty thing after all. Castro has bought three suits

from Dutch designer Merel van 't Wont, who visited Cuba between August and December last year to kit him out. "He normally wears warm green ... [and] looks great in it and I think that's fine, but my advica is something else," says Van 't Wout In an interview with the Cuhan

communist party newspaper Gramma Castro says foreign investment is "working and we see it as an important source for development, we would not have had another alternative", but adds: We don't want to sell the country... nor are we prepared to sell the country."

By the way, he's all in favour of level playing fields, too: "If a Cuban suddenly finds a treasure trove and

has \$5m or \$10m and wants to invest it, we could make a mixed enterprise with this Cuban citizen." Form an orderly queue, please.

### Clever feint It walks out of one door, and

through another. Who? Why. Sinn Fein of course. While yesterday a Sinn Féin

delegation broke off a meeting with British government officials apparently for fear their chat was being bugged, how absurd another delegation from the political wing of the Irish Republican Army will this Saturday arrive for a week in South Africa. There it plans to study the pact reached between the former apartheid regime and the African

National Congress. Led by Tom Hartley, Sinn Fein chairman, the team will meet such key figures in South Africa's political transition as Roelf Meyer. constitutional development minister, and Constand Viljoen, leader of the white separatist Freedom Front.

It's obviously a canny move; before you can say 'Guinness', Nelson Mandela will be ovar in Ulster, shaking lan Paisley's hand.

# Snow White tale

The Japanese have finally got a toe-hold in the beart of Burgundy. Snow Brand Milk, Japan's biggest

agricultural products group, has gained control of the widely respected family wine producer and merchant. House of Joseph Droubin. Established 100 years ago, and

situated in Beaune, the House of Drouhin possesses a string of vineyards in the finest Burgundian communes of Chambolle-Musigny, the Cortons, Gevrey, the Chambertins, Puligny-Montrachet, Volnay, and Vosne-Romanée. Drouhin has established with

Snow Brand a joint bolding company, with initial capital of FFr200m and giving Snow Brand a controlling 51 per cent; chairman will be Snow Brand's president, Sumio Katayama. Snow White Volnay; catchy name,

hut what about the taste?

### Reductio ad-man

■ The unquenchable Maurice Saatchi turned up at the Foreign Press Association in London this week, giving a speech entitled "Reductio ad Veritas: the Search for Truth in Advertising'

As some of you will have spotted. this contains a basic grammatical howler, it should be ad veritatem. Of course there's little shame these days in not knowing Latin, though only an ad man would go ahead and use it anyway.

But to use it in a speech on truth in advertising shows remarkable

# Financial Times

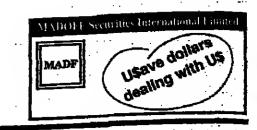
### 50 years ago Courts' powers challenged

From Our Own Correspondent. Johanneshurg. The diamond companies charged under the Anti-Trust Laws in the US do not carry on any business in the US and are contesting the jurisdiction of the US Courts. This point was made by Mr H.F. Oppenheimer, chairman of Rand Selection Corporation, at its annual meeting here today.

"I do not propose to make any statement on the legal position at this stage, but there are points which should, I think, be made clear. The central marketing organisation for the diamond producers has done everything in its power to ensure that adequate supplies of industrial diamonds are available to the war industries of the United Nations at pre-war prices.

"It is only due to the existence of this organisation and the stocks it had accumulated that adequate quantities of industrial diamonds can be made available. and there is no doubt whatever that without it the prices for these industrial goods would have been vastly higher than they are today.

The Financial Times was not published on Sunday, February



# Canada plays solo country tune

s Sheila Hamilton, executive director of the Canadian Country Music Association, admits that it is often hard to distinguish between US and Canadian versions of country music's heavento-heartbreak lyrics and steel-gui-

But the similarity between the Nashville and Saskatchewan sound has not stopped Ottawa from elevating country music from its bluegrass, blue-collar roots into a symbol of Canadian culture worthy of a full-blown trade dispute with Washington.

The row over country music, specifically the right of US-owned Country Music Television (CMT) to keep its slot on Canadian cable TV, led US trade representative Mickey Kantor to launch retaliatory action this week under sec-tion 301 of the US trade law. US ire is directed at the Canadian Radio-television and Tele-

communications Commission

(CRTC) which removed CMT

from the cable TV line-up on Jan-uary 1 in favour of New Country Network, a Canadian-owned Canadian government support for the arts is a noble and worthwhile policy objective," Mr Kan-

"However, it cannot be effec-tively achieved by discriminating against US interests or by discouraging US investment in Can-

If the impasse is not broken, Mr Kantor has threatened retaliation against Canada. He has asked the Federal Communications Commission for information on Canadian broadcasting interests in the US.

State bank

rescue plan

14.10

Crédit Lyonnais

Share price (FTr) · ;

Continued from Page 1

loans and commitments. How-

ever, in contrast to last year's

operation, the new structure

would include some healthy

loans and assets as well as bad ones. This would also reduce the

immediate guarantee the state

would need to put up. Government and bank officials

are hoping to finalise the rescue

The prospect of new state aid

has disturbed some competitors, including Société Générale, whose president Mr Marc Vienot.

warned against any "singular"

No one has yet complained to Brussels but Mr Karel Van Miert,

the European competition com-

missioner, has asked for informa-

treatment for the state bank.

plan by the end of this month.

Bernard Simon and Nancy Dunne report on an Ottawa decision that has the US crying foul

country music, a Canadian-owned channel will promote national artists more effectively

New Country Network has pledged to allocate at least 30 per

cent of its air time for videos by

local singers and musicians. It

expects to spend about C\$2m

general manager, says that his station put 44

Canadian artists on the air in

January and is adding new

videos to its library each week.

US viewers, he says, by contrast,

between American, Canadian or

According to the Canadians, the CRTC is following a policy which was clearly spelled out to CMT when it and other US satel-

Australian artists".

don't make a distinction

r Shaun Purdue, NCN's

(\$1.4m) a year promoting Cana-



recourse. At its insistence, culturally sensitive industries, such as broadcasting and publishing, were exempted from the provisions of the North American free trade agreement, including the pact's dispute-settlement mecha-

We created the market, the niche, the interest in country music," says Mr Lloyd Werner, executive vice-president at Group W Satellite Communications, a unit of Westinghouse Electric, which is CMT's joint owner.

"This was a pure act of piracy." CMT has already hit back by taking all Canadian artists without US record contracts off its US and international line-np. The American Country Music Association has moved its next meeting from Toronto to Boston in protest against the Canadian decision.

Supporters of the CMT ban such as Ms Hamilton - contend that, no matter what the differyears ago. In exchange for unregulated, low-cost access to Canadian cable TV, the US channels were told that they would have to make way if a Canadian rival wanted to supplant them.

country music. Internationally

the entire population of Canada. It expanded into Asia last sntumn, and will soon start broadcasting in Latin America. Although many country music artists sound much the same on either side of the border, some interesting regional and ethnic strains bave sprung up in Can-

Critics of the CRTC's decision contend that these differences are no excuse to bump a US channel off cable TV. "Everyone should be thrown into the ring, and let the strong one survive, says Ms Vicki Van Dyke, host of a country radio show in Hamilton, Ontario. In an era of free trade "country music should be no different from Toyotas," she

CMT's strongest argument may be that it - and not NCN - is the hest vehicle to promote Canadian

recognised Canadian singers, such as Michele Wright, and groups like Prairie Oyster and Blue Rodeo may have struggled to achieve their present fame without exposure on CMT. The US network claims to have an international audience of about 35m, which is more than

ada, especially in the Atlantic provinces such as Newfoundland and Nova Scotia.

# UK chancellor reopens party

currency.

dogma. The chancellor acknowledged that Emn offered potential benefits, although "an ill-thought-out, ill-conceived monetary union would do Europe harm"

some years to come". "It would be folly for us to decide firmly now one way or the other simply in response to the short-term

Mr Clarke argued that the economic factors involved in joining a single currency were more important than constitutional oues. But Tory Eurosceptics reacted angrily to the chancel-

Editorial Comment.....Page 13

agreed in advance with Mr John, Major after what some officials

called a robust debate. A key point of difficulty for the chancellor was to reconcile his remarks with Mr Major's statement on Tuesday that Britain "would require other criteria" besides the Maastricht Treaty conditions on inflation and debt "to be met before we thought it appropriate to consider a single

cturency".

Mr Clarke did not specify new conditions for UK participation in Emu. But he said Britain "should not lose sight" of the need to address deep-seated structural differences in Europe's

economies Mr Clarke added some reservations of his own. Countries with inflexible labour markets were "poor candidates for monetary union, however low their infla-

tion rate is," he said.

The chancellor's other difficulty was to persuade Tory Eurosceptics that a single currency would not lead to a loss of sovereignty. It was, he said, poswithout political union: Britain and Ireland enjoyed a de facto monetary union for 50 years after Irish independence.

# LEX COLUMN Finnish fusion

T-SE Eurotrack 200:

Shareholders of banks bought in recent European banking acquisitions have normally benefited hugely. But the effective takeover by Unitas of Photeh benke KOP is different. This is a shotgun Share prices relative to the FT-A Finland wedding caused by KOP's financial distress. The bank was already weakened by Finland'e recession and its own disastrous lending policies in the 1980s. The entry last year of two Swed-ish banks into the Finnish commercial market undermined KOP's long-term fortunes. Unitas is mounting a rescue: hence the favourable terms to Unitas. As long as no further horzors lurk in KOP's balance sheet, Unitas' shareholders should benefit. The groups, Finland's biggest banks, have promised substantial cost-cutting, reducing branches and staff by a third. With control of 45 per cent of Finnish deposits and up to 60 per cent of business lending, pricing should be more orderly. The combined businesses should also profit considerably from hold back profits' growth in the medium term. BT is already suffering start-up losses from its international strategy: yesterday's swing in its Finland's economic recovery. Eventuminority charge suggest that its share of the losses from Concert, its outsourally, the group should be able to compete with other Scandinavian banks.
Following fevered banking acquisicing joint venture with MCI, is running at over £100m on an annualised tion activity in Italy and Portugal, as basis. Higher capital spending also well as rationalisation of the UK's means that cash flow could turn nega-tive in coming years with the result that dividend prospects would be dimmed. Shareholders may benefit if building society sector, this latest deal might suggest wider forces at work. Indeed, although the causes of yesterday's move are peculiar, the effects the stepped-up investment increases turnover and profits in the long run. But, given that many investors own extensive cuts in branch networks bave much in common with events elsewhere. The lack of monetary BT stock for its cash flow and diviexpansion in low growth, low infla-

The most striking figure in British Telecommunication's third-quarter results is the 36 per cent jump in capi-tal spending. Investment, squeezed during the recession, is bouncing back strongly. This is partly to meet increases in demand for BTs services, partly to modernise its UK network in order to slow the loss of market share and partly to build its international presence. Further increases in capital spending are likely. As continental European telecoms markets open up, BT's investment through partnerships with the likes of Germany's Viag will rise. Expensive upgrading of the "local loop" in the UK will also be necessary at some point if BT is to provide video services and compete with cable tele-

tionary European economies will hold

back banks' long-term prospects. That,

together with technological change, will force further consolidation.

Viag has spent the past year in the throes of an extraordinary corporate restructuring. The main strategic thrust was the purchase of Bayernwerk, the large Bavarian utility. So far, so sensible: the steady cash flows from this business will offset the group's exposure to packaging, alu-minium smelting and other cyclical But the group has also indulged in a

dends, the management will need to

sell the virtues of deferring gratifica-

tion. Otherwise its share price will

come under pressure.

number of less justifiable acquisitions, notably the purchase of Computer 2000 and of Sanofi's bio-chemistry and animal carcass rendering business. The move into telecommunications, with BT as partner, is also questionable: the UK company's strength does not disguise Viag's limited experience in the sector. There has been a number Such stepped-up investment will of long overdue disposals but on bal-

ance it is difficult to say whether this frenetic corporate activity has been good for shareholders.

into operation

- ---

The evidence from yesterday's figures is inconclusive, partly because Bayernwerk's figures were not consoli-dated for the full year. The reported "doubling" of operating profits to DM850m is virtually meaningless as Viag gives no clues how the figure is calculated. The group's carmings are likely to double between 1993 and 1996, but international investors may be put off by the lack of disclosure. A large rights issue, scheduled for next year, is also a deterrent. Veba's commitment to creating shareholder value is obviously greater than at Viag and it should remain the preferred stock among German utilities.

Swiss Bank Corporation

The British Takeover Panel's effectiveness has been damaged by its refusal to hear an immediate appeal on Swiss Bank Corporation's controversial dealings in electricity securities. Its reason is that other regulators are investigating the matter. It is not clear whether there are compelling legal reasons why the Panel cannot press ahead with a hearing or whether it is merely being weak. Either way, the main advantage of the UK's nonstatutory takeover regime - that matters are dealt with swiftly and informally – has been compromised. Trafalgar House's bid for Northern Electric, the subject of the deals, may have only a month to run. By the time other regulators have finished their inquiries, the bid could be over.

The only good thing shout the Panel's statement is that it suggests other regulators are taking the matter seriously. SBC's derivatives contract allowed Trafalgar, its client, to make a multi-million pound bet on the movement of electricity shares which it was certain to win since it knew it was about to bid for Northern. SBC's market-making arm subsequently increased its ownership of electricity shares, so when their prices rose it did well too. The Department of Trade and Industry is examining whether these contracts breached insider dealing regulations. Even if they did not, the practice must be stopped. Otherwise any firm with price-sensitive information about its own plans will be able to make one-way bets. The losers will be ordinary investors who unwittingly sell ahead of a bid. ...

Additional Lex comment, Page 20

# split on European currency

By Peter Norman and Robert Peston

Mr Kenneth Clarke, the British chancellor, last night sought to damp the controversy in the ruling Conservative party and government over European economic and monetary union by appealing for a "sensible and informed debate" over plans for a single

But his speech to the European Movement instead prompted a forious reaction from Conservative MPs hostile to the European Union, ending the brief truce in the party which followed the adoption of a more Eurosceptic stance by Mr John Major, the prime minister, last Friday.

In an attempt to tread a middle ground between his own known pro-European sympathies and the Eurosceptics' wish to ensure the UK never joins Emu, Mr Clarke said that Britain must not allow the decision on participation in Emu to be clouded by political

However, he said he was con-

vinced that Britain would not

have to choose whether or not to move to a single currency "for

political pressures of today," he

lor's view that it was "too simplistic" to assume that monetary union was "a gigantic step toward political union".

Mr Alan Duncan, one of 105 Conservative MP's who on Wednesday signed a motion applauding the increasingly sceptical stance on monetary union being taken by Mr Major, said: "Monetary union would set nation against nation as one blames another for economic

Another signatory, Mr Bill Cash, said: "If he [Mr Clarke] thinks it's not a political issue, I bave severe donbts about his sense of responsibility."

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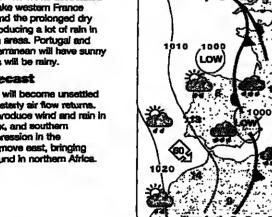
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### **Europe today**

High pressure will give sunny spells in Scotland, western England, the Benefux and central Europe. Wintry showers will occur in Denmark, western Norway and over the North Sea. South-west Scandinavia will be sunny. Low pressure south of Ireland will cause rain over the south-west UK and Ireland, Its associated frontal zone will make western France overcast and will end the prolonged dry period in Spain, producing a lot of rain in central and eastern areas. Portugal and much of the Mediterranean will have sunny spells. The Balkans will be rainy.

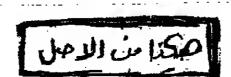
### Five-day forecast

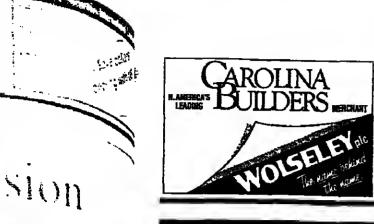
North-west Europe will become unsettled on Sunday as a westerly air flow returns. Low pressure will produce wind and rain in the UK, the Benelux, and southern Scandinavia. A depression in the Mediterranean will move east, bringing snow to higher ground in northern Africa.



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FINANCIAL TIMES

# **COMPANIES & MARKETS**

**OTHE FINANCIAL TIMES LIMITED 1995** 

Friday February 10 1995

For a wealthier business and a healthier life

Telford.

### IN BRIEF

# **Viag lifts operating** profit by 50%

Viag, the German industrial conglomerate with interests ranging from energy to drink cans, reported a 50 per cent rise in operating profits for last year. The dividend is to be raised by DM1 to DM10. Page 17

Bond losses hit Norwegian savings bank Sparebanken Nor, Norway's largest savings bank, saw 1994 pre-tax profits almost halved, to NKr812m (\$121.2m) from NKr1.56bn a year earlier. The bank blamed the fall on losses on bonds and lower inter-

AMP to make A\$50m settlement The Australian Mutual Provident, Australia's largest life insurer and owner of UK-based Pearl and London Life, is to pay out more than A\$50m (US\$37.3m) to 250,000 policy holders in a settlement with the Trades Practices Commission, after complaints from investors who claimed to have been misled about their policies. Page 19

Deutsche Telekom's Sprint deal date Deutsche Telekom sald it would complete its negoti-ations with Sprint, the US long-distance carrier. before the end of March, Page 16

Shell selfs Chile copper interest UK-based Shell Petroleum has sold its one-third interest in the rich Collabuasi copper deposit in northern Chile to its two partners in the project.

UN expected to propose emissions market The United Nation's commission on sustainable development is expected next week to recommend a pilot scheme bringing closer an international mar-ket in carbon dioxide emission permits, Page 18

Pakistan seeks sell-off advisers

Pakistan's privatisation commission has invited offers from financial management consultants to advise on the sale of up to 26 per cent of shares in PTC, the national telephone company, later this

SCA stake sale severs MoDo relationship SCA, the Swedish forestry group, said it had com-pleted the sale of a strategic shareholding in MoDo, a Swedish rival. Page 17

Redundancy costs hold back BT Higher than expected redundancy charges and oper-ating costs held back profitability at British Telecommunications in the third quarter. Page 20

Canada Life buys Manulife UK side Canada Life, the Canada-based mutual insurer, is almost doubling its UK life insurance business by acquiring the British operation of Manulife Finan-

cial, Canada's largest life insurer, for an undisclosed sum. Page 20 Takeover Panel defers ruling The UK Takeover Panel has taken the highly unusual step of refusing to hear an immediat appeal against its clearance of the controversial derivatives contracts struck between Trafalgar

House and Swiss Bank Corporation ahead of the

Companies in this issue

£1.2hn (\$1.86bn) bid for Northern Electric. Page 20

### 18 Knight-Ridder 18 Leif Hoegh 1 MacMillan Bloade 14 Minorco 17 Nat Australia Gp 18 Owens-Coming Black & Decker Owens-Winois Pakistan Teleco British Petroleum SG Warburg Saab-Scanla Saint-Gobein Crédit Lyonnais Soarebanken Nor Sprint Dr Pepper Eastern Electricity 8 TAN The Economist Group 17 The Equitable 16 Linkdenmerk 16 Union Bank Finland 18 Union Carbide 19 Unitas Market Statistics Annual reports service Benchmark Govt bonds FT-SE Actuaries indices Glits prices Bond futures and options London share service Managed funds service Bond prices and yields Commodities prices Dividends announced, UK Money markets New inti bond leaves EMS currency raise Euroboad prices Recent legues, UK Fixed Interest Indices Short-term int rates

# Finland's leading banks to merge

By Christopher Brown-Humes in Stockholm

Finland's two leading banks, Kansallis-Qeake-Pankki and Union Bank of Finland, yesterday agreed to merge in the most dramatic restructuring of the Nordic banking sector for many years. They will create a bank with

total assets of FM300bn (\$64bn), as big as the region's Swedish leaders, Skandinaviska Enskilda Banken and Svenska Handelssavings after four years of losses at both banks and a crisis in the

It leaves just three hig groups active in Finnish retail banking, with state-owned Postipankki and the co-operative Okobank providing the competition to the combined KOP/URF. Despite the reduced competition, both banks were confident they would win the approval of the finance ministry, the financial eupervision authorities and the Heisinki city

The new bank will have about tomers in a country of just 5m people. It will be dominated by

UBF, which will own 58 per cent, against KOP's 42 per cent.
As the stronger of the two companies, Unitas was able to extract

generous terms from its rival. Three KOP shares will be exchanged for one Unites share, compared with a market valua-tion, before the deal, of 2.3 to one. The terms reflect KOP's heavier losses over the past four years, weaker balance sheet and poorer

international credibility and a strong competitive position.

Mr Pertti Voutilainen, the KOP chief executive who will take over as president of the new bank, said: "This will help to reduce the substantial overcapacity in the Finnish banking sector and make us amongst the most efficient hanks in the region." Finnish banks have the highest operating costs in the Nordic area. The merger is designed to produce FM1.5bn in annual cost savings by closing up to 375 branches out of a com-

assault from hig Swedish banks. Both SE-Banken and Handelsban-

ken have established operations in Helsinki in the last year. Finland's banking recovery is lagging behind Norway and Sweden, which both suffered severe loan loss crises in 1992. Although Norwegian and Swedish banks have returned to profit, Unitas reported a 1994 toss of FM1.27bn and KOP a FM1.83hn deficit.

Credit tosses continue to be high. following the deep Finnish recession between 1990 and 1993, when GDP cottapsed by 15 per cent. The problems have been particularly acute among small and medium-sized companies and the

Lex, Page 14; Rivals hnry

# **Ericsson soars 81%** on strong demand

A surge in demand for mobile telephones worldwide was tllustrated when Ericsson, the Swedish tetecommunications group. reported an 81 per cent leap in 1994 profits yesterday.

Ericsson, the world leading supplier of mobile telephone systems and one of the top three snppliers of mobile telephone handsets, said pre-tax profits reached SKr5.61bn (\$753m) for the full year, compared with SKr3.1hn in 1993, due mainly to powerful sales growth in its radlo communications diviston, which includes mobile tele-

phony. Sales in the division rose 73 per cent - ahead of growth in the total market of 60 per cent to SKr40.9hn, with the US, the UK, China, Japan and Australia credited as the main contributors. The division's sales accounted for almost balf total group sales of SKr82.5hn, which were np 31 per cent from SKr62.9hn in 1993.

Group operating profits jumped to SKr6.54bn from SKr3.53hn. Ericsson said the higgest increase was in the radio division, but it did not publish a divisional breakdown.

The preliminary results were ahead of most expectations and investors in Sweden responded positively, sending Ericsson's most-traded B shares up SKr16 on the day to close at SKr428 in Stockholm. "The underlying market for mobile telephony is so strong for the rest of the century I can't see what can go wrong," said one Swedish ana-

Foreign investors were less impressed, however. Ericsson shares, which have yo-yoed dra matically over the past 18 months as opinion varied over its longer term prospects, slipped significantly in New York. Analysts cited concerns about Ericsson's ability to sustain margins and growth over the next two years and the lower growth lev-els ontside mobile telephony.

Sales in the public telecommunications division rose to SKr25.9bn from SKr21.8hn, while sales in the husiness net-works division were up only marginally at SKr12.96bn from SKr12.92bn.

Earnings per share in 1994 rose to SKr17.80 from SKr12.80. The company announced a SKr1 rise in the annual dividend to SKr5.50 and said it would carry ont a four-for-one share split after the dividend payment.

### 40 per cent of Finland's private clients and as much as 60 per banken. The merger, approved by main shareholders on both sides, Mr Vesa Vainio, chief executive bined 775 and cutting staff. both of Unitas and the new bank, said the combined group would be "Euro-class", with enhanced It is also intended to was driven by a need for cost cent of corporate sector business. strengthen the bank's corporate sector position which is under It will boast some 3m retail cusconstruction sector.

In the pink

# US fibreglass group is open and ambitious about sales growth, writes Tony Jackson The big time beckons for Owens-Corning

wens-Corning is in most respects a classic middle-American company: mid-dle-sized, turning out middletechnology products such as fibreglass and roofing material, and based in the decidedly middle-American town of Toledo.

It has, however, one slightly unusual asset. Three years ago it acquired a new boss, Mr Glen Hiner, from the upper reaches of the giant conglomerate General Electric. A lifetime GE employee, Mr Hiner had been a trusted henchman of its chairman, the fearaomely effective Mr Jack Welch. Since the late 1970s he had run GE's plastics division; in that time, turnover grew from Sibn to S5bn.

Since Owens-Corning's total sales were only \$3.4bn last year, the move might seem something of a come-down. But the attractions of being one's own boss are evident enough and Mr Welch, slightly younger than Mr Hiner, plainly a fixture at GE. Another Welch henchman, Mr Larry Bossidy, drew the same conclusion a year earlier and went off to run AlliedSignal, the auto and serospace manufec-

Mr Hiner, raised in GE's harddriving culture, has amhitious goals for his new company. In particular, by the year 2000 when he is dua to retire - Owens-Corning too, he says, will have sales of \$5bn.

In the manner of GE managers, he has a detailed plan for getting

to announce measures aimed at

soothing nerves in the City of

agement and legacy as one of Britain's largest asbestos produc-

In a reversal of its previous

strategy, the company is said to be considering its first dividend

cut for more than three years and

Leading institutional investor

have also been told that the

group, known formerly as Turner

& Newall, would like to delay or

stagger its proposed acquisition of Kolbenschmidt, the German

motor components producer. The

deal, which has yet to be cleared

by the German cartel office,

would make T&N one of tha

In a series of City of London meetings, however, Mr Colin

Hope, chairman and chief execu-

tive, has made it clear that the

company's balance sheet was not

strong enough to take up its options on a 52.5 per cent stake

in Kolbenschmidt for DM282.6m (\$186m), while also assuming its £150m (\$232m) estimated debts.

If the group wins cartel

approval, institutions have been

warned that the company may

only take up the 24.99 per cent

stake already acquired on its

A staged acquisition would enable T&N to proceed with a

full takeover only after the Ger-

man group had reduced its debt

burden by selling off non-core

The move is likely to reassure

analysis, who had warned that T&N would find it difficult to use

a rights issue to fund the deal,

given that its share price has fallen by almost 30 per cent since

last Novamber's surprise

announcement of £100m provi-

behalf by Commerzbank

world'e leading piston makers.

there. Around a quarter of group sales, for instance, are outside the US. By 2000, the figure will be 40 per cent. At present, 25 per cent of sales go through retail distributors. By 2000, helped by use of the cartoon character the Pink Panther - to which the company has worldwide rights - that figure will be 35 per cent. Sales growth will come from

three main sources. First, the company will concentrate on a small number of its businesse such as north American retail and European insulation which show up on a matrix Mr Hiner has drawn up as being attractive markets in which the company has a strong position. Second, there will be a certain

amount of technological innova tion, such as the company's new Mirailex fibreglass, which produces household insulation taking up a quarter of the usual shelf space. Third, there will be some acquisitions, such as last year's purchase of Pilkington's UK insulation business. Acquisttions may not dilute group earnings in year one and must provide an internal rate of return of at least 18 per cent. Meanwhile, earnings per share

will rise at twice the rate of sales that is, at an average 14 per cent compound. (Last year sales rose 14 per cent, earnings 28 per cent; this year, says Mr Hiner. sales will rise 10 per cent, earnings around 20 per cent.) This will mostly come not from price increases - most of the company's markets are too competitive

Tim Burt explains why the takeover of Kolbenschmidt

could be delayed by provisions for asbestos liabilities

for that - but from higher productivity. In each year until 2000, productivity will rise 6 per cent same figure, curiously ough, which Mr Hiner's erst

while colleague Mr Bossldy applies at AlliedSignal.

The striking thing about these projections is not so much their detail as the fact that they should be made public. Mr Hiner is clear on the reason. "When I arrived here", he says, "the thing that was different from GE was that there were literally no goals. People were thirsting for an idea of where they were going. One driving force for putting in the \$5bn sales goal was to make people under-

As for going public, he says, "if yon're going to publish internally, why not externally? I want people to be proud of it, as well as knowing about it. And saying what you're going to do and put-ting it on the line is a big part of making it happen. You say to yourself - by God, I've said I'm

There is one obvious question bere. Although Owens Corning has strong positions in several of its markets, its stock market value of just \$1.5bn makes it fairly small fry compared with such direct competitors as Saint-Gohain of France (valued at \$9.7bn) or PPG of the US (\$8hn). As industries around the world consolidate, what guarantee is there that a company of Owens-

Corning's size will still be independent in the year 2000? It is a point which Mr Hiner willingly concedes. But as be also argues, there is a twist. As a company with a long history in roofing and insulation. Owens-Corning carries large potential

liabilities for asbestosis. The problem is manageable, be going to do it, so I will." insists, and the company has made adequate provisions. But the issue still casts a shadow over Owens-Corning, from the viewpoint of both portfolio inves-

tors and corporate predators. "So long as there's a question about our asbestos liability", he says, "I believe we'll he left alone. The moment that's been clarified, our susceptibility will

# Tangineering components group, is expected shortly dividend cut and £100m disposals

mollify investors further hy a series of disposals designed to offset asbestos liabilities. unveiling plans to offset those provisions by raising £100m from years. Industry observers say the company has a "war chest" of non-core subsidiaries which it has been cultivating shead of a possible sale. "They've been har-bouring these companies for just this purpose," according to one. The time is now ripe to get rid

### 'The time is now ripe' to sell non-core subsidiaries

T&N has already deadened the impact of some of the fresh provisions by raising £50m last year from the sale of Goetze Elastomere and other fringe activities which it inherited with the 1993 acquisition of Goetze, the Ger-

man piston ring producer. Of the £100m provision, the group is also expected to reveal that tax relief on US profits will contain the cash ontflow at about £75m, which will be spread over three years.
In addition, the costs of settling

ongoing personal liability cases in both Britain and the US is likely to drain a further £35m-£40m from annual cashflow, leaving the total set aside for asbession against asbestos claims.

When T&N reports its 1994 figures next month, it is likely to tos claims at up to £65m a year for at least the next two years. Faced with that burden, tha

hitten the bullet over its dividend policy. Amid dire warnings from analysts, it has maintained relatively high dividends - with enhanced scrip alternatives - for three successive years despite a

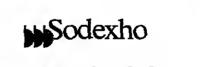
weak balance sheet.
In recent weeks, however, Mr
Hope is thought to have persuaded institutional investors that with the shares now trading at 158p - against a 12-month high of 262p - a dividend cut was now desirable. "This is the line we've been trying to force them down for some time. We want the divi-dend cut from 10.85p to 6p," says Mr Sandy Morris at NatWest Securities. Such a cut, he adds, would be the icing on the cake after a year in which profits are expected to rise from £70.3m to about £108m, excluding the latest asbestos provision.

Mindful that such liabilities will dent the company's image for some time to come, T&N has let it be known - at last - that it is ready to quit the asbestos industry. It is considering selling its asbestos mines in Zimbahwe. which contribute about £8m to annual operating profits.

Such a mova, coupled to a staged Kolbenschmidt acquisition, would demonstrate that T&N has finally grown away from asbestos and was now committed to largely organic growth, according to one observer.
"If Colin Hope can deliver this

package, he will have succeeded out asbestos company into something that's really going places."

# Key alliances.



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Société de Banque Suisse (France) S.A. **Swiss Bank Corporation** 



in the same Chief price changes yesterday By Michael Lindemann

Deutsche Telekom said it would complete its negotiations with Sprint, the US long-distance carrier, before the end of March.

Deutsche Telekom and France Telecom are together hoping to buy 20 per cent of Sprint, the third-largest US long-distance carrier, which would give the two European companies a global reach.

But Deutsche Telekom said it was still unclear when the Sprint deal would be approved by competition authorities in Europe and the US.

The negotiations, which the German group originally hoped to complete by the end of last year, were taking longer than expected because of complex asset valuations. "We are sure

Net income at The Equitable, the US life insurance and

investment group which is

majority-owned by Axa of

France, rose hy 26 per cent last

year, in spite of a decline in earnings from its investment

banking subsidiary, Donaldson

The results reflected DLJ's

success in avoiding the sort of

precipitate earnings decline

which hit most other US

DLJ's after tax operating

earnings amounted to \$123m.

compared with record earnings

By Bernard Simon in Toronto

UK-based Shell Petroleum has

sold its one-third interest in

the rich Collabuasi copper

deposit in northern Chile to its

two partners in the project. Minorco, the offshore invest

ment arm of South Africa's

Anglo American Corp, and

Falconbridge, the Canadian

base metals producer, will pay US\$195m for Shell's stake and

investment banks last year.

By Richard Waters

Lufkin & Jenrette

that we will come to a positive conclusion," said Mr Gerd Ten-zer, the board member in charge of networks.

The US Federal Communications Commission and the European Commission have warned they will look closely at the deal because of concern that US companies are not being allowed the same access to the European market and that the two German and French operators might together gain too dominant a position in Europe.

Dentsche Telekom said it had met its group turnover target of DM64bn (\$41.8m) for 1994, up from DM60bn the year before. In addition, according to preliminary figures, it had broken even last year, said Mr Wilhelm Pällmann, acting chief executive. The company also hoped to break even at the

Lower income from

underwriting and trading was offset in part by higher fees.

commissions and other income, Equitable said.

group's

Capital, recorded \$134m of after-tax operating income, up

from \$109m (before a \$39m

restructuring charge) the year

before. Fees from retail mutual

fund business rose 26 per cent. Results from the investment

businesses included an

after-tax gain of \$29m from the

will each end up with a 50 per cent interest. The deal is expec-

ted to be completed next

Collabuasi is one of the big-

gest undeveloped copper depos-

its in the world, with a planned

production rate of between

300,000-350,000 tonnes a year. A feasibility study is due for

completion this spring, but

indications so far suggest that the partners will go ahead with

Meanwhile, Equitable's

operations

sale of two Alliance units.

insurance

continued the

expected, on its east German investment programme. Group turnover in 2000 is

forecast to reach DM80bn. Deutsche Telekom wants to shed 60,000 jobs by 2000, cutting its total workforce to 170,000. The redundancies are expected to cost "billions [of D.Marks]" but the measures would raise turnovar per employee from around DM280,000 to about DM450,000.

About DM35bn has been spent in former East Germany. bringing the total of phone connections to 5.3m, up from 1.8m when the Berlin Wall fell

The company said it was likely to spend another DM15bn until 1997 in improving the telecommunications infrastructure in the five east-

Equitable net income up 26%

in the early part of the decade. \$230m, from \$100m, before investment gains of \$23m (\$30m in 1993.) For the fourth quarter,

recover from a financial crisis

Equitable reported net income of \$34m, or 41 cents a share, unchanged from the year before, when earnings per share reached 39 cents. This led to full-year earnings after tax of \$297m, or \$1.38 a share,

duction around 1998.

grade of 0.94 per cent,

Earlier studies estimated

that the deposit contains 16bn

The ownership of Shell's

stake in Collahuasi became an

issue when Shell sold its met-

als business to Gencor, the

South African mining house,

last year. Çollahuasi was

excluded from that deal.

tonnes of ore with an average

compared with \$235m, or \$1.09, the year before. The latest year included a \$27m charge for accounting

**Shell sells Chile copper interest** written down the value of its a mine, which would begin pro-

> In spite of the fall-off in net income in the final For the year as a whole, CBS

# higher tax rate for downturn

By Richard Waters in New York

CBS, the US television network group, saw after-tax profits slip by 14 per cent last year, to \$282m.

The company hlamed the decline on a higher effective tax rate and lower investment However, income from operations rose 4 per cent to a

record \$426m. The advance here was attributed to the performance of broadcast television and radio stations owned by the com-

Last year's profits came on sales of \$3.7bm, up from \$3.5bm

CBS said its television network had seen lower operating income during the year, hlamed in part to a one-off gain in 1993 of \$29.5m. The company was also hurt by the higher costs of movie rogramming. Its television and radio sta-

tions, meanwhile, made record operating profits. CBS did not disclose senarate results for each part of \$179.3m from \$200m. the business. The weaker earnings trend

for the year was clear in the final quarter, when after-tax profits were \$44.5m, some 4 per cent lower than a year before. Sales in the final quarter were hit by the loss of the net-

absence of major league base-ball due to a strike.

The company said its latest contract to broadcast the

quarter, earnings per share for the period climbed to 69 cents, from 55 cents the year before, due to a \$1.1bn share buy-back completed in the third quarter. repored earnings per share of \$3.74, compared with \$4.08 in

# Deutsche Telekom's Sprint | CBS blames | Move to take Fay Richwhite private

By Terry Hall in Welfington

Sir Michael Fay and Mr David Richwhite, the majority share-holders of Fay Richwhite, the New Zealand merchant bank. have bid 80 cents a share to take the company private. The offer is more than twice

the current market price. The two principals already own some 73 per cent of the company, which has 318m

Fay Richwhite is probably New Zealand's hest-known merchant bank, and took a leading role in advising and

The decline was sparked by allegations over the bank's tax affairs, which has led to an investigation under a former high court judge.

New Zealand yesterday.

Telecom and New Zealand

The company's share price

has been under severe pressure

recently, declining from 86

cents to 36 cents at the close in

Last month directors said the company expected to incur unexpected NZ\$7m (US\$4.4m) loss for the six months to December 31. They

said this was mainly due to high costs involved in closing later handling the sale of goveroment assets such as NZ its Australian operations after failing to find a buyer for

> Apart from its New Zealand based securities business and control of national stockbroker Doyle Paterson Brown, Fay Richwhite holds a stake of more than 30 per cent in New Zealand Rail.

Fay Richwhite sprang to prominence in the early 1980s as a pioneer in New Zealand eurobond trading, adopting a high profile in the London

In 1987, before world markets

that the company had achieved

record sales in spite of a \$70m

downturn in revenues from

Jurassic Park and Barney

of the Mexican peso had cost the company \$2.5m in pre-tax

tional group, with volume up

profits, Mr Hassenfeld said. Areas of strength during the quarter included the interna-

by more than 10 per cent.

BP to sell off

Carborundum

In addition, the devaluation

time when the company was known as Capital Markets, the share price reached a peak of al stake i

Mionship

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In a statement yesterday, Sir Michael and Mr Richwhite said they believed privatisation was in the best interests of the company, its staff and clients "The negative environment and recent performance of the company has led to a loss of confidence where the share price has been trading well below asset hacking", they

Their offer is conditional on 90 per cent acceptance.

# Charge hits results at Owens-Illinois

By Maggie Urry in New York

Fourth-quarter profits at Owens-Illinois, the glass and plastic bottle maker, were hit hy a \$100m pre-tax charge relating to asbestos insurance. Excluding that, fourth-quarter net income was \$14.1m compared with \$8.9m, giving earnings per share of 11 cents, up from 7 cents.

16 per cent, and the games group which helped by prod-For the full year, net income ucts acquired from Western excluding one-off items was Publishing, increased volume \$140m, or \$1.16 a share, up from \$121.6m, or \$1.01.

Mr Joseph Lemieux, chairman and chief executive, said that in 1994, sales of the group's higher margin and faster growing international and plastics activities had exceeded those from its domestic glass bottle division for the first time. Group sales were up 7 per cent in the year to \$3.57hm. The group said that all its divisions increased sales

volume and operating profits. Cost control and higher capacity utilisation aided the domestic bottle business, and higher sales of products such as heer, iced tea and juice offset the continuing shift of soft drinks from glass to plastic bottles,

The plastics business ced growth in sales of experien bottles for personal care and health care products, although prices were under pressure. Ontside the US strong performances were recorded in Brazil, Colombia and the UK, but weak economic conditions hit profits from Venezuela.

# Hasbro ahead in final quarter caused by a poor result in the

second quarter, when Hasbro found itself unable to repeat

the success of its Jurassic Park

and Barney products, launched

in the same quarter a year

Hashro also experienced a

shift in buying patterns during

the year with big customers

delaying purchases into the

second half, especially the

feld, chairman and chief execu-

tive, acknowledged that this

shift had been a factor in the

fourth-quarter profit increase.

fourth quarter. Yesterday Mr Alan Has

in New York

Hasbro, the US toy maker that last November bought the games division of the UK's John Waddington, yesterday reported a 7 per cent increase in earnings to \$75.8m from \$70.7m for its fourth quarter. Revenues rose to \$940.6m from \$932.2m and earnings per

share rose to 86 cents from 78 cents. For the full year, however, net earnings hefore accounting changes fell to

The full year decline was

work's rights to broadcast professional foothall, and the Revenues fell by 18 per cent,

earnings were not affected by the loss of football programming, since it had already

# Earnings rise sharply at MacMillan Bloedel

Canada's biggest forest products firm, MacMillan Bloedel posted sharply higher 1994 earnings with higher product prices and volumes and a

ower Canadian dollar. Fourth-quarter net profit totalled C\$59.9m (US\$42.9m) or 47 cents a share, up from C\$5.1m, or 3 cents a share, a rear earlier on sales of C\$1.03bn against C\$829m. Full-year net profit was

C\$180.2m, or C\$1.42 a share, up from C\$53.2m, or 42 cents. Sales were C\$3,95bn, against C\$3,35hm. Mr Robert Findlay, presi-

dent, said the outlook for 1995 was "very positive". He expected strong demand

and firm prices in building materials, while packaging and paper markets should improve further.

higher value wood products, and has been spending heavily to upgrade its paper and packaging interests. The company plans a US\$110m medium density fibre-

MB has been moving into

board plant in Pennsylvania in partnership with Clarion Fiber of the US. Alliance Forest Products, a spin-off from Domtar last year,

earned C\$30.4m, or C\$1.71 a share in 1994, its first year as a autonomous publicly held company. Sales were C\$189m. The fourth quarter was strong, reflecting higher newsprint prices and strong

to St-Gobain

British Petroleum is in talks to sell its US-based Carborundum subsidiary to Saint-Gobain, the French glass manufacturer. No terms have been disclosed. Carborundum, which makes

neat-resistant materials and has worldwide sales of \$340m. was put up for sale last month. An attempted management buy-out was withdrawn for lack of funding.

BP said the two parties were eager to complete a sale as soon as possible, subject to regulatory clearance. The deal does not include Carborundum's US fibres operation, which is to be sold separately. job losses at Carborundum's headquarters in Niagara Falls.

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ING CAPITAL

December 1994

# INTERNATIONAL COMPANIES AND FINANCE

# SCA stake sale severs relationship with MoDo

SCA, the Swedish forestry group, yesterday said it had completed the sale of a strategic shareholding in MoDo, a Swedish rival. Last month SCA became Europe's biggest forestry products group when it bought a majority stake in Ger-

Alberto-Culver Company of the US of the bulk of the tolletries division of Molnlycke, its biggest subsidiary division. The unit was recently restructured to focus on its core tissue, nappy and incontinence products operations.

resulting

To Marke Conf.

The two deals will net SCA capital gains of SKr910m (\$122m), and come one month after it agreed to pay DM1.2bn (\$783.7m) for a 60 per cent stake in PWA, Germany's largest quoted pulp and paper company, in deal financed by debt. However, SCA said its

at about 80 per cent because of the lower equity effects of restructuring Mölnlycke.

The group said it had sold its remaining 1.5m shares in MoDo for SKrl.75bn. The sale completes its divestment of a 32 per cent stake in MoDo'a voting capital, which was bought in December 1990 in a move to forge a strategic alliance to strengthen the two groups' muscle in Europe.

The co-operation plans faded out, however, and SCA decided in 1998 to follow a different The latest divestment was

achieved at only SKr160m above the acquisition cost. However, because of an earlier write-down of the value of the shares, the sale will result in a SKr750m capital gain, of which SKr650m will be shown in the 1994 accomts. Last year. SCA sold off 3.6m MoDo shares at a capital gain of SKr371m. SCA said it had sold most of Mölnlycke's toiletries division,

which had sales of SKr700m in

1994, to Alberto-Culver subsidiary Cederroth International for SKr350m. The sale yielded a capital gain of SKr160m.

The price was depressed by Mölnlycke's decision to retain some products closely linked to its tissue and nappy products. Mr Ake Rietz, SCA chief financial officer, said the sale completed an extensive overhaul at Mölnlycke to strengthen it against powerful competition in the European baby nappy market, where its Peaudouce and Libero brands were under fire from big US names Procter & Gamble and

Kimberly-Clark SCA is spending SKr1.3bn on rationalisation and reinvestment in the nappy operations, and has sold other non-core

The PWA acquisition strengthened Mölnlycke's tissue operations, making it Europe's second-biggest tissue producer, and giving it impor-tant distribution networks in

# **Bond losses batter profits** at Norwegian savings bank

By Karen Fossii

Sparebanken Nor, Norway's largest savings bank, saw 1994 pre-tax profits almost halved, to NKr812m (\$121.2m) from NKr1.56bn a year earlier. The bank blamed the fall on

losses on bonds and lower interest margins. Nevertheless, the bank, known internationally as Union Bank of Norway, said traditional banking operations had improved, helped by a big decline in losses on loans and

Sparebanken Nor is proposing a dividend of NKr15 down from NKr18 in 1993 - per primary capital certificate, a bond/share hybrid. The payout represents about 48 per cent of the bank's profits.

It warned there was still over-capacity in the domestic finance market, and that competition in 1995 would force a further decline in margins. However, it expects a good result this year as credit los continue to decline and the bond portfolio improves.

Net interest income fell NKr261m to NKr2.95bn, as other operating income plunged to NKr951m from NKr2.14bn. The bank suffered losses of NKr228m on bonds in 1994, compared with gains of NKrl.03bn a year earlier. Income from provisions, howaver, rose NKr87m to

a minimum in the first half of this year, to avoid further losses in the bond portfolio and achieve its goal of a 15 per cent return on equity.

Net operating income was

reduced by NKr1.45bn last year, to NKr3.9hn, as operating costs rose NKr164m to NKr2.62bn.

Losses on loans and guaran-tees were cut to NKr538m, or 0.7 per cent of gross loans. from NKr1.31bn, or 1.6 per cent of gross loans, in 1993. Of the total losses, 62 per cent was in the corporate sector and 38 per cent on private loans.

In last year's fourth quarter,

### the bank sold Finansbanken to Norgeskreditt, a medium-sized bank, for NKr340m to yield a

# Bergesen sinks to record low

By Karen Fossli

nation highwo

Bergesen, Norway's biggest shipowner and one of the world's largest tanker operators, said yesterday profits for 1994 had hit a record low. It blamed a sharply-weakened

tanker market. It cautiously forecast a slight improvement for tanker rates in 1995 and a weak, but post-

tive, operating result. Group pre-tax profit fell to NKr107m (\$25.4m) from NKr132m, as net profit was nearly halved to NKr84m from NKr133m. Nevertheless, Bergesen proposed a dividend of NKr1 a share, unchanged from 1993. Analysts had forecast a pre-tax profit of between

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In spite of plunging into an operating loss of NKr92m last year from an operating profit

by concluding several timecharter contracts. Contracts were signed for 13 of the group's 18-strong LPG fleet for an average of 33 months, and a landmark 15-year freight contract was

owner last year laid a firm

foundation for future earnings

The result would have been worse but for a write-back of NKr338m in previously-charged unrealised foreign

Net financial items lifted the

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result by NKr204m, against charges of NKr200m in 1993. Foreign exchange gains hit NKr278m, compared with losses of NKr215m. However, securities gains dropped to NKr16m from NKr94m. Group operating revenue

was cut to NKr2.71bn from NKr2.93bn in 1993, while the market value of Bergesen'a fleet fell 15 per cent to NKr8.7bn.

In dollar terms, the market value of the tanker fleet fell 12 per cent, while the LPG fleet remained mostly unchanged and the value of the dry cargo fleet rose 4 per cent.

Bergesen's tanker fleet more than doubled operating losses, to NKr281m from NKr121m.

sed by A.P.R.%

8.70

10.70

0.25

0.25

0.25

0.25

0.25

# five-year omission

By Karen Fossii in Oslo

A 75 per cent increase in aluminium prices in 1994 helped Elkem, the Norwegian light metals producer, to nearly double full-year pre-tax profits to NKr308m (\$46m) from NKr166m in 1993.

The sharp improvement enabled Elkem to propose a dividend of NKr1.50 a share, after omitting the payout for the last five years.

Fourth-quarter operating profits rose NKr24m to NKr139m, lifted by a \$359-a-tonne increase in aluminium prices to \$1,979 in the quarter.

The group's aluminium division alone nearly tripled operating profit in 1994, to NKr146m from NKr50m, as sales surged NKr431m to

NKrl.61bn. Group operating profit jumped by NKr75m to NKr472m as sales advanced by 11 per cent, or NKr890m, to NKr8.72bn. The increase was attributed to improved markets for most of the company'a main products; better prices; increased sales volumes for aluminium; and firmer prices for some ferro-alloy products. Analysts had forecast operating profit of between NKr463m and NKr465m.

Costs associated with irregular production were partly behind a NKr764m increase in group operating costs, to NKr7.89bn. This prevented Kikem from achieving its cost-

cutting goals. However, Mr Björn Segrov an Elkem executive, said higher power prices had also influenced operating costs, Higher sales volumes inflated costs associated with transportation and raw materials.

# Elkem plans payout after Viag up 50% at operating level

Viag, the German industrial conglomerate with interests ranging from energy to drink cans, yesterday reported a 50 per cent rise in operating profits for last year. The divi-dend is to be raised by DM1 to

The results, which were better than expected, were boosted by the economic upswing, a restructuring and Viag's takeover last year of Bayernwerk, one of the country's largest energy ntility companies, based in Bavaria. Preliminary profits before

almost double those of the previous year, while turnover increased by 22 per cent, to DM28.9bn from DM5.2bn, over the same period. The main growth areas included packaging, energy, chemicals and logistics, now Viag's core busi-

Turnover in packaging rose from DM9.2bn to DM9.85bn. The sharp increase was attributed to last year's long, hot summer, which helped boost Vlag's sales of aluminium for drinks cans. The rise in German aluminium prices last aluminium division. Energy sales climbed to

DM5.3bn from DM3.3bn, but the rise was expected since Viag completed its takeover of Bayernwerk last August. Only 70 per cent of Bayern

werk's earnings are included in Viag's 1994 results: when the full 100 per cent is included this year it is expected to lift operating profits.

"We could expect to see DM2bn pre-tax profits by 1996," said Mr Michael Boecker, analyst at Nomura Research. Turnover in chemicals.

Viag's takeover of Sanofi, the drugs and beauty products subsidiary of Elf Aquitaine, the

French chemicals group. The main factor behind the increased sales in this sector was SKW, the division specialising in chemical products for construction and agriculture. Its turnover rose 30 per cent.

Viag's logistics division which includes klöckner, the trading and services arm, and Kuhne & Nagel, the transporta-tion/removals company, advanced to DM9.6bn from

# Dividend from Unidanmark despite fall

Unidanmark, Denmark's second-largest banking group, suffered a fall in net profits in 1994 to DKr520m (\$86.6m) from DKr885m in 1993. However, the bank's supervisory board pro-posed a DKr4 dividend after omitting the payout in 1992

and 1993. The 1994 result was hit by unrealised losses of DKr897m on securities, reflecting falling prices in Danish bond and

share markets last year. This compares with unrealised gains of DKr2.52bn in 1993. Under Danish accounting

principles, unrealised gains and losses are entered fully into the profit and loss account in the year in which they OCCUF. The unrealised portfolio losses mean total income from

financial operations fell to DKr8.81bn from DKr11.98bn in 1993, although net interest and fee earnings and other ordinary financial income rose by 3

Loss provisions were more than halved to DKr1.65bn from DKr3.88bn in 1993, and DKr6.28bn in 1992. The bank attributed the improvement to better credit controls and recovery in the Danish economy last year.

under control, falling to DKr5.74bn from DKr5.99bn in 1993, and a peak of DKr6.58bn

The workforce, which fell by

Costs were also brought

per cent to DKr9.7bn from 340 to 10,911 at the end of the DKr9.42bn. 340 to 10,911 at the end of the year, has been reduced by 1,100 year, has been reduced by 1,100 since mid-1992

The bank was cautious about the current year. No further reductions in costs or loss provisions were expected, it said, while competition might put pressure on net interest and fee earnings.

Total assets fell DKr221.8bn from DKr242bn last year, with advances down to DKr122.6bn from DKr125.5bn and deposits, to DKr121.4bn

# Union Carbide, Enichem venture plan ready

By Andrew Hill in Milan

Union Carbide of the US and Enichem, Italy's state-controlled chemicals company, have finalised their plan to create one of Europe's largest manufacturers of polyethylene. They said yesterday they would immediately seek European commission approval for

The new company will be called Polimeri Europa and

have annual turnover of more than L2.000bn (\$1.24bn). The two companies revealed in August that they wanted to pool Enichem's polyethylene capacity and Union Carbide's Unipol technology.

Polimeri Europa will have share capital of some L662bn and be owned 50:50 by Union Carbide and Enichem. The two groups will have equal repre-sentation on the board of directors, with Enichem initially general manager and Union Carbide, the managing direc-

At the heart of the deal are plans to construct new polyethvlene facilities near Brindisl in Italy, based on the Unipol technology, and replacing obsolete production plants.

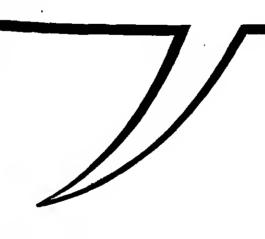
Union Carbide said yesterday it expected a decision from the European commission antitrust authorities by mid-March.

nominating the chairman and Polimeri Europa would immediately become active, and construction of the plant would begin. The facility could be finished by late-1996.

Union Carbide is expected to contribute to the cost of the 400,000 tonnes-a-year plant. which will make modern linear low-density polyethylene. Enichem sald yesterday Polimeri Europa would look to become Europe's leading producer of

# The headline says it all: Sparebanken Nor intends to reduce its interest exposure to net gain of NKr73m. NKr100m and NKr125m.

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London SEI 9HL, England. Tel. (+44 71) 873 3795 Fax: (+44 71) 873 3935 FINANCIAL TIME

# Finnish rivals bury the hatchet

Christopher Brown-Humes examines the merger of KOP and UBF

duced the need for dramatic and innovative restructuring. Even so, the merger announced yesterday by the

country's two leading banks, Kansallis-Osake-Pankki and Union Bank of Finland, was a stunning solution to the

In one bold move, the two have set aside years of rivalry to create a bank that rivals the largest in the Nordic region and one that dwarfs the competition in Finland.

In making their decision, both banks faced the know-ledge that the Finnish banking crisis is not over, even though it is receding. Moreover, both had a pressing need to cut high cost levels and respond to an increasing challenge from foreign competition in the Finn-ish market. Finland's banks were first

engulfed by a wave of credit losses in 1991, just as the country entered the deepest recession of any industrialised country since the second world war. The collapse in a credit

surge, sour property markets, and thousands of business bankruptcies soon meant that hefty state intervention was required to keep the system

Total credit losses in the Finnish banking system over the last four years amount to FM60bn (\$12.7bn) while cumulative operating losses exceed FM40bn. More than FM40bn of state support has been needed, mainly to prop up the savings bank sector.

Even now, as the crisis enters its fifth year, recovery is not nearly as well entrenched as in Sweden and Norway,

our years of crisis in the Finnish banking sector and large losses promedium-sized Finnish companies and in the construction

> UBF and KOP have four consecutive years of losses behind them, although KOP's problems are more severe. KOP last year suffered a

FM1.8bn loss, bringing total losses since 1991 to nearly FM10bn. It has fared worse than UBF in both domestic and international lending, partly because it tried to build up business more aggressively in the late 1980s. Even in 1995, there will be a requirement for further extensive write-downs on its loan and real estate port-

In the background was the real possibility of increased state ownership in KOP - tha state is the bank's biggest shareholder, with 10 per cent. The terms agreed - three KOP shares for every share in Unitas, the holding company for UBF - reflect the weakness of KOP's negotiating position, given its rival's stronger balance sheet and better pros-

pects.
"This has to be seen as an exercise in saving KOP as well as curbing taxpayers' losses," says Ms Taina Ulias, Firmish analyst at BZW in London.

The new bank's Finnish dominance is striking. It will have more than 3m retail customers in a country with a total population of 5m. It will have about 40 per cent of private clients and 60 per cent of corporate clients. In deposits alone, its market share will be about 45 per cent.

in a normal situation, this dominance might be expected to cause an outcry because of reduced competition. But the

strong domestic bank to take on foreign rivals in the corporate sector and partly because both Finland's other big banks, Postipankki and Okobank, have extensive retail networks

"The merger doesn't mean the new entity will be the only bank in Finland's towns and villages," said Mr Stefan Guter, head of Nordic equities at Carnegie International in London.

he two banks aim to cut their combined operating costs by FML5bn a year, equivalent to 30 per cent of current expenses. This will be achieved largely cutting their combined branch network from 775 to 400-500, and by cutting as many as 6,000 full or part-time jobs from the

Squeezing such a high level of savings out of the merger would be difficult at the best of times, but it is a formidable challenge for two banks with such different cultures and historical roots.

Unitas has the more elitist image, and has traditionally catered to the Swedish-speaking section of the population. KOP, by contrast, is more nationalistic down-market and aggressive. The two have competed head-on over decades, and KOP employees are bound to feel they may suffer more than their UBF colleagues when jobs are cut.

But this is more than a

merger of two banks. It also closes a divide which has long characterised the Finnish business community. On the one side, the KOP sphere groups Repola, the forleading insurer. Both are large shareholders in KOP as well as corporate clients. The Unitas camp includes Kymmene, the forestry group; Sampo, an insurer, and Metra, the industrial concern. The merger prompted one Finnish commentator to comment yesterday that "in Finnish terms, this is equivalent to the col-

lapse of the Berlin Wall". If successful, the merger will bring the economies of scale and lower costs that will improve long-term profitability. A main aim is to get costs down to a level comparable with Nordic neighbours. For example, Sweden's most effi-cient banks have an income to costs ratio of 2.2, compared with the meagre 1.5 of KOP and UBF. It will also create a bank that can stand up to Nordic competitors both at home and abroad

Mr Pertti Voutllainen, KOP chief executive, said yesterday that be had started discussing a merger with his opposite number at Unitas, Mr Vesa Vainio, as they came away from a hinch celebrating the opening of a Swedish bank in Helsinki. Both Skandinaviska Enskilda Banken and Svenska Handelsbanken have started operating in Finland, primarily on the corporate and broking side, and there are fears of a

further invasion. Yesterday'a move may deter other Nordic banks from targeting the Finnish market. It may give them something to think about in their own markets. For there is no doubt that the new KOP-UBF combine intends to expand into neighbouring countries, including the Nordic region, the Baltic states and even Russia, once the merger's benefits start to

estry group, and Pohjola, a

# **Economist** to buy Journal of Commerce

By Geoff Dyer

The Economist Group vesterday said it had agreed to buy the Journal of Commerce from Knight-Ridder for \$115m. The deal will be financed out of cash resources and borrowing facilities.

Mrs Marjorie Scardino, Economist chief executive, said that the deal "will give us an additional platform there [the US] while providing some strategic international growth

The Economist, in which Pearson, the owner of the Financial Times, has a 50 per cent interest, publishes Roll Call, the newspaper for the US The journal, which became

part of Ridder Publications in 1927, has a circulation of 21,000 and concentrates on maritime and trade issues. As well as the 168-year old daily business newspaper, the Economist is acquiring three magazines and two electronic

databases. The company employs 550. Mr Jeremy Wagener, finance director, said that "we hope to bring to bear some of our skills, including circulation management and advertising development" on the company.

The paper's international edi-tions might be expanded.

He denied suggestions that large changes would be made to the newspaper. "We are not going to turn it into another Wall Street Journal," he said.

Mr Don Becker, publisher of the Journal of Commerce, claimed "there would be an inherent problem in becomis a more broadly based business newspaper, because the existing focused audience might cease to support the paper." About 75 per cent of the paper's revenues come from the maritime industry.

The company was now profitable after losing money in the mid-1980s, he said, although he would not disclose

Mr James Batten, chairman of Knight-Ridder, said the group cannot devote to [The Journal of Commerce's] continned development the resources that we would like."

# UN expected to propose environmental market

By Richard Lapper

An international market in carbon dioxide emission permits could come one step closer next week when a subcommittee of the United Netion's commission on sustainable development is expected to recommend a pilot scheme

This would be part of the UN's programme to combat global warming, agreed at its convention on climate change

It is likely to involve a number of European governments such as Germany, Norway and the Netherlands, which have fimded recent work on the issue by the UN's Conference on Trade and Development - and the US. "It offers the possibility of

reaching the environmental goals at a lower cost than would be possible if each country were limited to reduction within its own borders," say Mr Tom Tietenberg and Mr David Victor in a report pub-

The carbon dioxide market would be loosely modelled on the US market for sulphur dioxide emission permits, where levels of emissions are certified by the US Environmental Protection Agency.

Companies that reduce their output by, for example, switching to cleaner fuels or installing a costly smokestack scrubber, can sell their excess

The Unetad report recommends establishing a UN Global Environmental Protection Agency, which would allocate carbon dioxide emission permits to participating national governments. The amount allocated to each country would be based on existing and/or future acceptable levels of national and global carbon dioxide emissions.

It would then be up to each government to channel the permits to installations such as coal-powered power plants which - according to the UN are responsible for between 70 per cent and 80 per cent of carbon dioxide emissions. The report estimates that half of the emitters would fall short of maximum emission levels by 30 per cent.

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The report estimates the outstanding carbon dioxide emission permits would equal 885m tons. On the basis of US experience, emissions would be priced at \$10 per ton, which suggests the outstanding market would amount to \$8.35hn

The report estimates that a pilot market in which the US the EU and Japan perticipate would cover 40 per cent of total global emissions, which in 1990 were nearly 7bn tons. It proposes the permits be

traded in three of the world's derivatives exchanges, with one exchange operating in each time zone. If the scheme works, other countries would be tempted to join, gradually transforming it into a more complete system.

The report says a tradeable carbon dioxide programme would be the cheapest solution to global warming. A pilot scheme could be up and running by the early 1997.

# **CS First Boston plans cuts**

By Maggie Urry in New York

CS First Boston, the US investment bank owned by CS Holding of Switzerland, is planning cuts in response to difficult trading conditions such as last year's sharp falls in the

bond markets.

A board meeting of CS Holding in Zurich, Switzerland, next Monday will debate which parts of the business to be cut and how to approach reduc-

CS First Boston said once decisions had been made, it would take some months to implement them. It added that the steps would include a review of certain businesses,

higher margin businesses. The bank would not comment on which areas might be cut, but low-margin activities such as municipal bonds are thought likely. Activities could be moved into a joint venture with Credit Suisse, the Swiss

bank which is also owned by CS Holding Many Wall Street firms have

been making lay-offs to cui costs in the face of falling profits. CS First Boston has lost 300 lay-offs and new initiatives in jobs, mainly in the fixed ncome area, in recent months. Yesterday, it told its staff they would hear next week about annual bonuses for 1994 and would be paid the bonuses the week after. The total is expected to be a lot lower than the

# Strong fourth quarter for Black & Decker

By Richard Tomkins in New York

A big increase in sales helped Black & Decker, US maker of household and professional tools, produce a 43 per cent increase in fourth-quarter net income from \$42.3m to \$60.5m. Revenues surged ahead by 13 per cent to \$1.6bn and earnings

47 cents. Full-year net income before accounting changes rose to \$127.4m from \$95.2m.

Bleck & Decker's strong sales growth has been led by a combination of buoyant demand in the US construction and do-it-yourself industries and the launch of new products. Profits have been further

per share rose to 68 cents from boosted by cost-cutting and ing much of the momentum. productivity improvement pro-Mr Noian Archibald, chair-

man and chief executive, said power tools and accessories, plumbing products and Kwikset locks all achieved double-digit sales increases in 1994, with new products and expanded distribution provid-

Power tools was particularly strong in North America, where the growth of DeWalt professional power tools sub-stantially outpaced that of the market. Power tools also achieved significant sales increases in Latin America and east Asia, and steady growth in Europe.

### Dr Pepper confirms income fall ures was published last week of debt, rose 26 per cent to By Richard Tomkins

Dr Pepper/Seven-Up, the US soft drinks company being taken over by Britain's Cadbury-Schweppes, yesterday produced figures confirming that net income had fallen to \$12.4m in the fourth quarter from \$21.3m and to \$66.5m for the full year from \$77.8m. A preliminary estimate of the figin Cadbury-Schweppes's offer

The fall in quarterly and fullyear net income was wholly attributable to a decline in the company's tax loss carry-for-

Fourth-quarter revenues rose 10 per cent to \$184m, and pretax profits, before charges relating to the extinguishment

\$22.7m from \$18m. Mr John Albers, chairman and chief executive, said the company's Dr Pepper brand had grown at twice the industry's average rate of about 4

per cent in 1994, and the company's share of the \$50bn-ayear US carbonated soft drinks market was now 11.6

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1994

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(Actual figures, millions of French Franc

1993

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Birmingham Midshires

\$150,000,000

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1st July to 30th September

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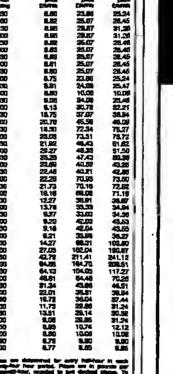
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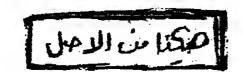
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# INTERNATIONAL COMPANIES AND FINANCE

# AMP to make A\$50m settlement

By Nikki Tait in Sydney

Australian Mutual Provident, Australia's largest life insurer and owner of UK-based Pearl and London Life is to pay out more than A\$50m (US\$37.3m) to 250,000 policy-holders in a settlement with the Trades Practices Commission, after the competition watchdog received complaints from investors who claimed to have been misled about their

policies.

Professor Allan Fels, TPC chairman, described the settlement as "the biggest payout in Australian consumer history". He said AMP had agreed to "underpin" the value of the

policies last December, after level management changes - the TPC told the insurer it was as "constructive". considering litigation in the Federal Court.

not understand their own prod-

However, the TPC chairman added that he was impressed that the insurer offered payments or policy adjustments to all its affected policyholders even where some consumers' legal rights were uncertain.

He described the approach of AMP – which has lost significant market share in the Australian life industry recently and has seen a number of top

The problem arose with "80/

20" policies, introduced in the Professor Pels was critical of the way in which the policies were first sold, saying that "quite often" AMP agents did per cent of an investor's capital would go to the "guaran-teed" component, and 20 per cent to an asset value compo-nent, which was to be exposed

to investment conditions. Many investors believed the guaranteed element would be immune to market fluctuations. However, AMP calculated subsequent policy values by applying an "adjustment factor", which the TPC claimed affected the whole of the policies. AMP said it had used

reserves to "smooth" the adverse effect of falling asset values and maintain overall guarantees.

Under the settlement, the policies will reflect original consumer expectations.

According to the TPC, some individuals will be as much as A\$10,000 better off. In addition to the more than

A\$50m outlay on policies, AMP has agreed to develop a trade practices compliance programme, to fund TPC expenses in monitoring the implementa-tion of the undertakings, and to contribute A\$100,000 towards assisting the TPC in funding a community educa tion programme on TV about insurance-related issues.

### **NEWS DIGEST**

# Leif Hoegh posts weakest operating profit in five years

Leif Hoegh, the Norwegian shipowner, yesterday reported its weakest average operating profit in five years and said it would decide later on whether to propose a dividend

for 1994, writes Karen Fossli in Oslo. Operating profit of NKr107m (\$15.9m) in 1994 compared with NKr359m the previous year. The weaker result was attributed to the exclusion of Bona Shipholding, primarily a tanker operator, from consolidated accounts after the unit was spun off into a separate

company in 1993. The company also blamed an NKr11m loss by Cool Carriers, an acquisition last year, and lower earnings by other core segments such as

car transport. Freight income rose by NKr373m to NKr2.48bn, but this was more than offset by higher operating and voyage-related expenses, which rose by NKr664m to NKr2.48bn.

The shipowner was also hit by a NKr3m loss by associated companies which had broken even in 1993. Realised foreign exchange losses reached

NKr58m against a gain of NKr6m, while unrealised foreign exchange gains rose to NKr96m from a loss of NKr53m.

Pre-tax profit, before minority interests, fell to NKr148m from NKr335m, while net profit

rose to NKr252m from NKr244m. Leif Hoegh forecast 1995 profit after financial items would improve moderately over the previous year provided stability was maintained in the dollar/krone exchange rate.

### Teléfonos de México buy-backs approved

Teléfonos de México, the dominant Mexican telecoms group, said ahareholders approved possible buy-backs of up to 250m ahares at a shareholders' meeting, Reuter reports from Mexico City.

"In the ordinary general assembly of shareholders held today, an increase was approved in the reserve for acquisition of the company's own shares to 2.9750n new pesos (\$557m), and in the maximum amount of social capital which may be given over to buying the company's to the company's to the company to the company of ny's own shares, to 25m new pesos," the com-

The approval was granted "after stating that, with the aforesaid, the company may acquire up to 250m of such shares", Telmex

### Hoechst raises stake in SGL Carbon to 89%

Hoechst, the big German chemicals company, said it had temporarily raised its stake in SGL Carbon to 89 per cent, acquiring 29 per cent from a US group, Horsehead Industries, in preparation for listing SGL on the bourse, Beuter reports from Frankfurt.

"The action is to be seen in light of the planned bourse listing of the world's largest producer of graphite products," Hoechst said.

Hoechst said it planned to keep more than 50 per cent of shares after the listing within the next three months of SGL, the world's largest producer of graphite products.

### Blanc quits as Valeo finance director

Valeo, the French vehicle components group, announced that Mr Yves Blanc had resigned as finance director and that it was reorganis-ing its top financial management, writes John Ridding in Paris.

Asia Pacific Telecommunications

Telecommunications in Business

International Telecommunications

Mobile Communications

New Broadcast and Communications Media

For further information or an early editorial synopsis please complete the form below and return it to: Alicia Andrews, Financial Times, One Southwark Bridge,

London SE1 9HL or fax +44 (0) 171 873 3062

My particular areas of interest are ..... (Insert numbers)

FT IT - Information and Communications Technology

The company said Mr Blanc was leaving for personal reasons and that he had remained at the group while the reorganisation was being

Mr Thierry Morin, previously the group's financial controller; has been appointed vice-president responsible for finance. Mr Thierry Drenx has been appointed

vice-president for financial operations but will remain director for international development, focusing in particular on China, India and South Korea, Ms Letitia Petrie takes charge of investor relations.

### Audi lifts global sales 7.3% to DM13.5bn

Andi, the German luxury carmaker, increased group worldra price (CM). ... wide sales in 1994 to DM13.5bn (\$8.8bn), a 7.3 per cent advance on the previous year's DM12.6bn, AP-DJ reports from Ingolstadt. The company, a division of the Volkswagen motor group, said worldwide deliv-

said worldwide denverse said worldwide said w

specific earnings figures. The company did not give a forecast for 1995, but in an interview published earlier Thursday by German financial news agency VWD, Mr Herbert Demel, Audi's chairman, said the company would focus its new strategy on improv-ing its image with customers, laying emphasis on quality and service. Mr Dengel said job cuts of around 15 per cent

in the last two years to the end of 1994 had

# Malaysian telecoms groups in joint venture

Telekom Malaysia and Delcom Services yester-day signed a joint venture agreement with Thai Satellite Telecommunications to provide a satellite-based wireless telephone service in Malaysia, Reuter reports from Kuala Lumpur. The joint company, iridium Malaysia, may later market the service to several south-east

Asian countries. Telekom has a 40 per cent stake in Iridium Malaysia, with the remaining 50 per cent stake

manaysia, with the remaining of per cent stake divided equally between Delcom and Thai Satellite. Iridium Malaysia will initially have a paid-up capital of M\$1m (US\$382,256).

The Iridium telephone system is part of an international project which will allow users with a special handheld phone to contact another party anywhere in the world through the use of satellites.

The project is led by US-based Iridium, in which Motorola has the largest stake of 27.25 Sixteen other telecommunications authori-

ties and companies are involved in the consor-tium which will launch 66 small satellites for the system from 1997. The service is scheduled

# Deutsche Babcock payout

Denische Babcock, the German engineering group, yesterday said it would pay a dividend, of DM5, for the first time since 1988, writes Michael Lindsmann in Bonn. The company

earlier reported gross profits of DM90m (\$58.8m) for the year ending September 30.

The company also said it would convert its preference shares into ordinary shares so that all shareholders receive the same dividend.

March 1995

April 1995

June 1995

September 1995

October 1995

November 1995

# Milestone for PTC as bid deadline approaches

The privatisation of Pakistan Telecommunications Corporation (PTC) reaches another milestone this weekend with the deadline on bids for advis-ers on the sale later this year of a block of up to 26 per cent

of the company's shares.

The single buyer will be expected to take over the company's management. The advisory mandate is

expected to attract stiff competition from at least five local

brokerage houses.
At least an equal number of international investment banks and brokerage houses are also expected to offer bids, possibly in partnership with local companies.

However, concern remains over the response from inves-

International investors who bought into last year's sale of 10 per cent of the company's shares face a loss of about 40 per cent. In the domestic markst,

PTC's shares have fallen to almost half their peak price of more than Rs70 (\$2.28) a share last September. The fall was partly triggered

by a controversy over the size of the company's market. After the offer it was revealed that the company was

catering for less than 1.9m cli-ents, a lower number than investors had assumed. One of the more difficult tasks facing the financial

advisers is that of providing an accurate assessment of the company's real worth.

Soms government officials claim PTC could warrant a price tag of up to \$15bn, some 50 per cent above the valuation implied by the government's

original sale.

The government still hopes that the prics will rise further in response to the introduction of private sector

Mr Hussain Lawai, president of the Muslim Commercial Bank, a Pakistani bank which underwrote PTC's earlier international offer, says that in spite of the delay over the company's latest accounts, there is no reason to suggest that it will not do well in the

Mr Lawai refers to PTC's profit growth in previous years and an increase of almost 28 per cent in 1993 profits over the previous year as evidence of the company's strength.

### India may tie steel stake sale to GDR issue

The Indian finance ministry has proposed selling some of the government's controlling stake in the Steel Authority of India (Sall) at the same time as the group launches a proposed \$350m global depositary receipt (GDR) issue, Reuter reports from New Delhi.

It would be the government's first public sector disinvestment in the international

market. Last year, the ministry announced that it would sell up to 10 per cent of its control-ling stake in Sail in two

In the first round in November, the government sold about 0.2 per cent of Sall's equity. The government has post-poned both the second round of distrivestment, initially set for last month, and the GDR survissus, which had been set for March or April of this year. No new date has been

The government has also authorised the steel company to issue fresh capital equal to 10 per cent of its paid-up

India's Economic Times newspaper said Sail planned to issue this fresh capital partly as a curoissue and the balance as a domestic issue.



SELECTED TRANSACTIONS AND MISSIONS **COMPLETED IN 1994** 

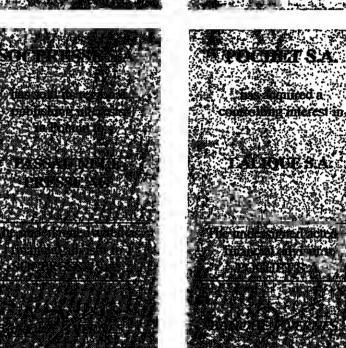


ELECTRONIC DATA Systems (Eds)

has acquired a controlling interest in

EUROSEPT ASSOCIES S.A.

The undersigned acted as Grancial advisor to EUROSEPT's remiority shareholders \*\*\*



### SOCPRESSE S.A

has sold its publishing interests in the Czech Republic to

RHEINISCH BERG. DRUCKEREI UND VERLAGS

The undersigned acted as financial advisor to SOCERESSES.A.

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**NEW ISSUE** 

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Yasuda Trust Europe Limited

LD STEEL

ston plans cut

Hirms income!

LEX COMMENT

Past still afflicts T&N

T&N continues to pay the penalty for its asbestos-producing past, but at least the management is taking a realistic approach to its

problems. T&N is a successful antomotive

components company carrying the burden of

unquantifiable personal injury claims. The

£100m provisions against asbestos claims, announced in November, stretched an already

taut balance sheet. It also harmed the credibil

ity of TeN's acquisitive strategy. As a result,

investors who had hong on for a high dividend

pay-out decided this was unsustainable, hence

The best thing Tan can do is to reflect

financial realities and cut its 1995 dividend.

Selling non-core businesses could cover

asbestoe pay-outs, and reduce gearing

from the current 60 per cent. And the much

vaunted nurchase of Germany's Kolbensch-

midt can be tailored to suit T&N'e balance

sheet Reducing the investment and lowering

the current 9 per cent dividend yield.

Higher than expected redundancy charges and oper-ating costs held back profitability at British Telecommunications in the third quarter.

These were balanced, however, by asset sales and strong growth in mobile communications leading to pre-tax profits broadly in line with market

For the three months to December 31 pre-tax profits slipped from £698m to £660m, (\$1,02bn) on turnover of 23.47bn (£3.43m). Earnings per share were 7.1p (7.3p).

The figures were affected by price reductions forced on the company by the terms of its price cap, an aggressive capital expanditure programme and a £75m charge related to the repurchase of bonds.

Inland call turnover fell by £184m, or 4.7 per cent, in the first nine months, as a result of

fell 2.4 per cent. Again price cuts outweighed volume growth of 4 per cent. Redundancy charges at

\$217m were about \$40m higher than expected. The company has now completed last year's voluntary programme. Mr Robert Brace, finance director, said 15,000 job losses had been planned but more staff had ected to leave.

No target had been set for the level of redundancies this year, but it would be less than 15,000.

Capital spending rose £463m to £1.9bn for the nine months. It was accounted for by invest-ment in BTe digital exchanges to provide advanced "intelligent" services, in Cellnet's digital network and in new computers for improved customer billing. Mobile communications rose 43 per cent in the nine months. Cellnet added 543,000 users for a total of

# Canada Life buys Manulife UK side

Canada Life, the Canada-based mutual insurer, is almost dou-bling its UK life insurance business by acquiring the British operation of Manulife Financial, Canada'e largest life insurer, for an undisclosed

The move is likely to be followed by other deals rationalising the UK life sector, as overseas companies confront the choice of acquiring critical mass or leaving an ovar-

crowded market. For much of last year, Manulife was seeking an acquisition. Only when it failed to find a suitable purchase did it decide

to put itself up for sale. Manulife said yesterday the UK had become "an increasingly complex regulatory envi-

Third Quarter

Results

have the scale to compete. Canada Life's UK sales force from 340 to 750, and assets from £1.5bn to £2.6bn. It will also expand the company's product range to include unit trusts and Peps.
The acquisition of Manulife's

direct sales force would broaden the company's distri-

Sales through independent financial advisers currently provide about 70 per cent of premium income. Mr Mills said ths aim was that half the premlum income for the enlarged company should come from direct sales.

The deal does not affect Man ulife's international invastment office, which was not

Turnover

Redundancy charges

Profit (loss) on sale of

repurchase of bonds

Profit after taxation

Earnings per share

non-recurring factors:

2.2% for the nine months

Profit before taxation

Operating profit

group companies

Premium on

Action 'not appropriate' until all inquiries over

# Panel stalls N Electric appeal on derivatives

The Takeover Panel has taken the unusual step of refusing to hear an immediate appeal against its clearance of the controversial derivatives contracts struck between Trafalgar House and Swiss Bank Corporation ahead of the £1.2bm Northern Electric

The Panel told SG Warburg. adviser to Northern Electric, that hearing the appeal would not be appropriate until inquiries by other regulatory bodies have been con-

It is thought the last time the Panel made such a ruling was in relation to Guinness's

Govett & Company, the

UK-based fund manager, was yesterday sacked by one of its

own funds, accused of a num-

The legal action, rare in the

fund management industry,

disrupts Govett's acquisition of

Duff & Phelps, the US fund manager for which it is paying

Govett American Endeavour

Fund, a Jersey-registered

investment company specialis-ing in mezzanine debt financ-

ing in the US, accused Govett.

its management company, of at

least 10 offences including

fraud and negligence.
The complaint alleges viola-tions of the US Racketeer Influ-

enced and Corrupt Organisa-

tions Act, the powerful legal

instrument used originally against the Mafia and later

Michael Milken.

against US financiers like Mr

There is evidence of a sus-

tained pattern of wrongdoing

which has resulted in damage

to the fund," said Mr Graeme

Elliot, chairman of American

American Endeavour is:

Results for third quarter and nine months to 31 December, 1994

3,429

142

(4)

698

suing for damages of at least

3,466

217

Highlights excluding the impact of redund

Tofit before tax put 0.8% in the thir

third quarter's resulta are many

of state of the state of

things per share up by 3.1% in both the

ich our cuatomers have the considerable

all positioned to meet the challenges

Turnover up by 2.3% in the

for the the months

m's statement

and the the nine months

ber of offences and sued.

Govett is sacked

by its own fund

takeover of Distillers in 1986. The Panel would not comment but there was speculation yesterday that it was concerned about prejudicing any possible future legal

The Department of Trade and Industry is examining whether the contracts, which yielded Trafalgar House a profit of £8m thanks to the rise in electricity share prices fol-lowing its bid, breached insider dealing rules.

rules modelled on the old insider dealing legislation which Northern believes have been breached. Rule 4 restricts "dealings of any kind (including option

ally be trabled under the

RICO act. Govett, which has

19bn under management said

it was examining its financial

Govett's shares dropped 38

to close at 311p cutting the

value of its chare and cash

offer for Duff & Phelps, which

the shareholders still have to

Govett rejected the charges

saying the action was timed to

cause havoc in its acquisition

It added that American Endea-

wear had dismissed it to pre-

It blamed the deterioration

in relations on interference in

the management of the fund by

representatives of James Har-die Industries of Australia,

which has a 75 per cent inter-

Govett took fees from compa-

nies in which it advised Ameri-

can Endeavour to invest.

American Endeavour alleges

these were "commitment fees"

worth \$5m. It said it did not

know of them and they should

have been paid into the fund.

Govett said the payments were for consultancy, and taking them was normal practice for

(unstudited)

10,317

368

2,341

33

75

2,153

entered its second decade in

10,190

292

2,362

empt its own resignation.

approve formally.

est in the fund.

The Takeover Code includes

offeree company by any person, not being the offeror, who is privy to confidential price sensitive information concerning an offer or contemplated

The code adds: "No person who is privy to such information may make any recommendation to any other person as to dealing in the relevant secu-

Before the bid, Swiss Bank accepted contracts for differences linked to the share price of Northern and other regional electricity companies. The Bank's marketmaking arm subsequently increased its large stakes in Northern and Yorkshire Electricity.

# **British Gas** in Russian oil decision

By Robert Corzine

whether to double its 25 per cent stake in Russia's KomiArctic Oil, following the deci-sion earlier this week by Gulf Canada Resources, the Cal-gary-based oil and gas producer, to sell its share in the

Under the rules of the joint venture British Gas has the right of first refusal to buy Gulf Canada's 25 per cent

early, however, to say whether it would exercise its rights. It also declined to divulge how much it paid for its original stake.

KomiArctic Oil was set up by British Gas, Gulf Canada and Komineft, the regional Russian oil and gas company, in 1991 to develop two oil fields in the Timan Pechora area near the Arctic Circle. Current production is about 18,000 barrels a day, most of

### Kolbenschmidt's own debt are sensible moves. After all, if T&N's asbestos woes are waning as the management says - the pressure to build alternative profit streams must also dis-sipete. And the core business is performing strongly. The management needs to stick to this path,

British Gas is considering

The company said it was too

Last year's restructuring helps lift BOC to £89.4m

By Daniel Green

BOC, the gases group, showed the fruits of last year's restructuring with first quarter pre-tax profits of £89.4m (\$140m). That compared with a loss of 28.9m, after a restruct-

uring charge of £85m. The company said the cost savings programme was going to plan and pre-tax profits this year could benefit by "about

The results were slightly

below expectations and forecasts for full year profits are now in the region of £375m to

The company operates in three main regions: Europe, the Americas, and Asia Pacific. The Americas saw the fastest operating profits growth, from £22.8m to £30.3m. But sales fell to £266m (£274m) because of the disposal of the Californian retail gases business.

First quarter profits were helped by a recovery in gas

prices and volumes in the US.
"Volumes are up in the United States and prices are on the move. The combination is a good one," said Mr Pat Dyer. managing director. Industrial gases, the biggest

division, raised operating profits to £86.6m (£75.3m) on sales of £625m (£608.8m).

even in the face of opposition from yield driven investors. The alternative to dividend

cuts is a rights issue. And with the shares

trading 29 per cent below their level last November, the management has a lot to gain

from being able to demonstrate a secure bal-ance sheet and conservative strategy. Then it can at least bear any further legacies from an unfortunate past.

The company warned, however, that competition for its anaesthetic Forane, which has

# BTP seeks £52m for purchases

raise £51.9m (\$80.4m) in a 1-for-6 rights issue, its third in three years. It will issue 23.7m new ordinary shares at 225p. The shares closed down 12p at 260p, writes Geoff Dyer.
The proceeds will fund bolt-on acquisitions,

costing about £30m. The group added that it had paid £3.5m for a factory in north Wales for one

BTP, the speciality chemicals group, plans to of its raw materials. Mr Stephen Hannam, chief executive, said: "We have the opportunity to become one of the top four adhesives companies in the world through small acquisitions.

The group was looking at a number of targets, particularly in south east Asia. In November, it bought Acebond Adhesives, a small Singapore-

# Logistics runs into margin pressure

Geoff Dyer on a sector which has had its premium rating dented

fr Christopher Bland, the Schairman of NFC, the UK's largest transport and logistics group, had only one comment to make about trading at the company's annual meeting last month. "Pressure on margins", he told For the past year, margin

pressure has been the constant refrain of specialists in logis tics - industry jargon for thirdparty distribution, warehous-ing, packaging and inventory management. A succession of profit warnings and disappoint ing results has dented the sec-

tor's premium rating.

NFC, which was one of the first to speak openly about falling prices, has seen its shares fall 38 per cent since the beginning of 1994. Even shares in Tibbett & Britten, thought to be the sector's blue-chip stock, dropped 26 per cent after it warned of tough trading.

Other operators say the mar-ket has stabilised, but even the most optimistic see no sign of prices increasing. Having hoped originally that last year's tough conditions were just a reflection of the sector's late exposure to the recession, they are now coming to terms with the fact that the returns from existing business are going to remain lower.

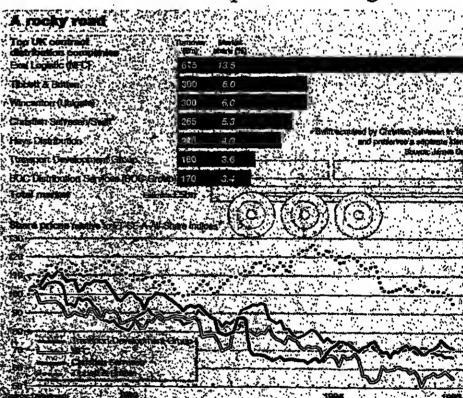
During the 1980s, a number of distribution companies persuaded grocery and fashion groups to let them handle part of their supplies. They made healthy profits and initially managed to avoid the ravages of the recession, in part because of long-term contracts. The problems began with the outbreak of intense price competition between supermarket chains in late 1993. In looking to cut costs, the retailers took a knife to their logistics bills, sending prices tumbling. Some

contracts last year.
Mr Robide Burns, managing director of Exel Logistics, the NFC subsidiary, said: "We are still doing the same level of business as before. We're just not making as much money on it." New customers are also more aggressive. Mr Andrew

capital halved on renegotiated

ies claim the return on

8 militar for Oct 31



burg, said: The logistics com-panies got away with a lot at first. But there is now a eater understanding of pric ing than the grocers had first time round.

Competition is intense. For straightforward distribution contracts, there are few barriers to entry. But in the market for the most complex contracts, requiring considerable capital expenditure, seven groups each have annual turnover from contract distribution in the UK of about £200m. according to James Capel, the

The realisation that the UK grocery market has matured is forcing operators to step up efforts to improve margins. Opportunities, however, quire investment.

Operators can enhance service through greater use of computers, keeping a closer track on inventory to reduce working capital. Mr Alan Cole, chief executive of Transport Development Group, said:

Improved information technology allows customers to measure where their stock is at . any one time."

volumes. External logistics companies are estimated to account for only 30 per cent of the available market, the rest being done in-house. Operators are striving to develop new industrial customers, such as food manufacturers and chemical companies.

hey reject the sugges-tion by some analysts that these industries do not offer the same opportunity as supermarkets to add value, because of the less complex inventory management involved. Just in time delivery was after all invented by the industrial sector," saye Mr Chris Masters, chief executive of Christian Salvesen.

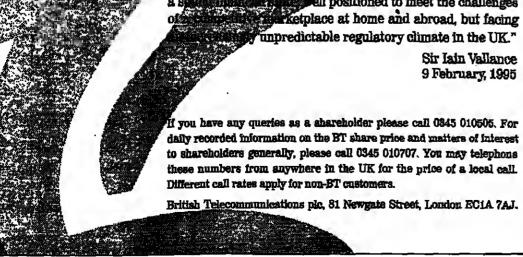
Unlike grocers, most of these new industrial clients focus on Europe as a whole, which is forcing logistics operators to improve their presence on the

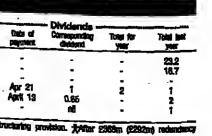
11.86 22.1 2.51 7.15 3.72 8.6

talked about in the past in northern Europe," Mr Masters says. Expansion has been a problem for some. NFC's European logistics business, which spent £10m on two accurisitions from Frigoscandia in Germany, lost £4.6m last year.

The lower turnover that many industrial contracts involve is encouraging the greater use of "multi-user facil-ities", where a network is used by several customers. This in turn requires greater use of computers and management expertise if the logistics companies are to utilise their assets efficiently.

A rash of takeovers is unlikely. Most large contracts allow renegotiation or even cancellation if ownership changes, and customers deliberately spreed their business to encourage competition. The use of dedicated facilities also means there is little scope for





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### COMMODITIES AND AGRICULTURE

# Market stays nervous |Syria struggling to as metals rebound

Metals prices bounced yesterday as more trade buyers emerged after the sharp falls experienced on the London Metal Exchange this week. "This has corrected an overbought market, but there is still a bit of an argument between the trade buyers and the liquidators, which means

the market could move side-ways for a bit," said Mr Wil-

Germany

urged to

act over

beef ban

Mr Horst Seehofer, the German

health minister, was last night

party (SPD) which have ban-

ned the processing and con-sumption of British beef.

Mr Franz Fischler, the Euro-pean Union's agriculture com-

missioner, wrote to Mr Seehofer yesterday asking him to

outline what he could do to bring the states in line with the latest EU regulations which permit the import of British beef from animals born

Several states have banned

mad cow disease. Mr Seehofer,

however, is satisfied with the

latest measures agreed in Brus-

sels in December and issued an

emergency decree earlier this

COMMODITIES PRICES

1918.5-9

1830-40 1900

8190-200

8255-80

5445-55 22,708 6,204

2863 2883-3.5

241,636 68,967

Open int. Total delily turnove TIN (\$ per tonne

ZINC, sp

Kerb close

COPPER, grade A (\$ per tonne

PRECIOUS METALS

375.50-375.80

374.60-375.00

326.50

US cts equiv. 479.00 479.60

487.35 504.90

£ equiv. 241-244

Loco Lan Meen Gold Lending Ra

1 month

E LONDON BULLION MARKET

BASE METALS

after January 1, 1992.

restructuring

)C to £89.40°

52m for purch

Copper, aluminium and nickel all benefited from a return of interest in metals with aluminium recovering much of the loss made on Wednesday to finish at \$1,933 a tonne - \$61 higher. Copper prices settled into a range, trading between \$2,850 and \$2,750 a tonne and closed at

ham Adams, at Rudolf Wolff, on Wednesday, recovered \$240 the London metals brokers. But the market remains nera bit like watching a tightrope - will it fall or make it across?" said Mr Nick Moore at Ord Minnett. Traders will be

watching the release of LME stock figures today along with primary aluminium statistics with interest to see whether falling stocks will support

# Renison looking at Indian project

By Nildd Tait in Sydney

Renison Gold Fields, the Australian mining group in which Britain's Hanson holds a large minority interest, said yesterday that it was looking at developing a synthetic rutile mineral sands project in India, considering what action he could take against several Ger-man states controlled by the opposition Social Democratic in conjunction with three Indian partners.

The proposed site is in Ker-ala, on India's southwest coast. Although a feasiblity study has yet to be completed, RGC said that it was estimated that there was sufficient ilmenite to

feed a plant producing around 120,000 tonnes of synthetic rutile a year, over 15 years. "These resources, which also contain rutile, zircon, sillinanite and other minerals, will be

pany.
The three indian partners who have signed the initial agreement are Indian Rare Earths, Chemicals and Plastics India, and the government of

confirmed as part of a pre-fea-sibility study now being under-taken by Rension Gold Fields

Mineral Sands," said the com-

# soften its image in the oil business

Late last year Mr Nadir Nabulsi, Syria's oil minister, and the president of France's Elf Aquitaine, Mr Phillips Jaffre, made a and adminish, Mr France Sarre, made a much-publicised trip to Syria's prolific oil producing region, Deir al-Zor, in the north east of the country.

At Jafra the two men officiated at a

ceremony marking the rapid growth of Syria's oil industry, whose output has

Syria's oil industry, whose output has surged to a record 600,000 barrels a day from 160,000 b/d a decade earlier.

But not everyone in the area was in a celebratory mood. Not too far away a team from Tullow Oil of Ireland was quietly plugging an abandoned wildcat well, their second in less than two years which failed to medium commental. to produce commercial quantities of crude.
Unfurtunately for Syria, Tullow's experience has not been unique. After a flurry of activity in the late 1980s, when commercial quantities of crude were found in the Deir al-Zor, international interest in Syria waned because of disappointing explora-

tion results and harsh contract terms, Out of 14 oil companies operating in the country in 1991, only five remain - Elf, the Royal Dutch Shell group working with Germany's Deminex, Tullow and Marathon of the US.

Last week Mr Nabulsi was in London to try to persuade UK-based companies that Syria was prepared to be flexible on the terms and conditions it offers to explorers. He said: "We are ready to modify any terms and conditions" to suit individual

But flexibility over terms and conditions may not be enough to reinvigorate Syria's oil and gas sector, which, despite the recent production increases, faces an

uncertain future.

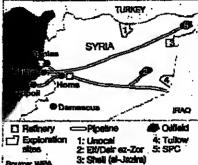
Mr Nabulsi would not disclose the latest estimates of Syria'e oil reserves, but industry estimates put recoverable reserves at

On one consultancy's list of 101 countries, rated on fiscal attraction to oil explorers, it comes 101st

just 1.7bn barrels, less than eight years' production at the current rate of extrac-

One of the problems facing Syria is the sheer level of competition which now exists for international oil investment. Unlike the 1980s, international oil companies today enjoy an abundance of opportu-nities worldwide.

The end of the Cold War opened vast parts of known oil-bearing regions in eastern Europe and the former Soviet Union to exploration. In addition many countries which have traditionally been closed to international oil companies are now scrambling to attract investment.



Syria, however, is on the edge of the main Middle East oil basin. And it is struggling with a reputation as one of the most difficult oil producing countries in the

world to operate profitably in.

The need to dispel the harsh image is urgent: with over 70 per cent of export earnings coming from oil sales, Syria faces economic dislocation on a large scale unless big new discoveries are found soon or existing reserves prove much more extensive or prolific.

But Petroconsultants, the Geneva-based consultancy, yesterday said Syria's strict fiscal terms were a deterrent to the development of marginal fields, it ranked bottom on a list of 101 oil producing countries rated on their fiscal ettractiveness to nil

Mr Nabulsi last week dismissed sugges tions that Syria's oil regime is harsher than those elsewhere. He said foreign oil companies sometimes "hide behind (the issue of) terms and conditions.

He noted, for example, that Shell has operated successfully in Syria for 25 years. and has recovered \$2.7bn of the \$3bn it has invested in the country in recent years. Other companies, however, object to the current practice that any commercial discovery involves the setting up a joint ven-ture with the state-owned Syrian Petroleum Company which controls output and

# **UK** is best for 'oil tax' say researchers

By Robert Corzine

The UK has the most favourable tax regime for nil exploration companies, according to a survey by Petrocon-snitants, an oli Industry research group in Geneva. "The UK continues to stand

out as offering potential inves-tors the linn's share of any economic rent generated by oil developments while still offer-ing attractive acreage," it said. It added that most of the fiscal regimes in oil producing countries continued to be regressive, particularly Syria

The survey said a number of countries made significant changes to their fiscal regimes last year, including Col-Congo, Ecuador, New Zealand, Peru and Qatar. There was a correlation between a high tax rate and high prospectivity. Colombia, Egypt, Indonesia, Malaysia and Norway, for example, claim more than 85 per cent of all project profits.

Apart from the UK, the countries with the lowest tax take included Ireland, Equatorial Gninea, Paraguay and Turkey, "none of which are normally regarded as particularly prospective." said the

# UN agency tightens belt to support world's small farmers

In the battle for a share of British beef saying it may be infected with bovine spongi-form encephalopathy (BSE) or scarce world aid money, the International Fund for Agricultural Development, the United Nations agency for small farmers, has streamlined its operation and is making changes in the way it is funded and con-

week bringing Germany into At its recent governing counline with the rest of the Union. cil meeting in Rome, the fund The ministry said Mr Seehobecame the first UN aid agency to change the agreement on which it was established. fer had two weeks to reply to

ing structure on the governing council to reflect more accurately its sources of funding. Western countries have pledged \$420m (£270.9m) to the fund for the next three years, out of an overall total of \$570m. The Organisation of Petroleum Exporting Countries (Opec) is likely to contribute around \$50m, and developing countries \$60m. The west's share of vot-

ing power will increase from a

Set up in 1977 to provide aid

to poorer farmers, the fund was originally financed jointly by western countries and Opec members. It was a way of recycling some of Opec's surplus oil money to help agricul-ture in developing countries.

The fund has given interestfree loans of around \$4bn to about 400 projects in more than 100 developing countries, with two-fifths of its money going to Africa, Co-financing from other donors has prorided another \$4bn, and contributions from governments in

addition, it has raised \$400m for a special programme for African countries affected by drought and desertification. Mr Fawzi Al-Sultan of Kuwait, the fund's president, says administrative costs have

cent in 1994" and, that as a proportion of lending, costs have dropped in the last two years from 17.7 per cent to 12.7 per cent.

been reduced "by over 14 per

Some of the saving has come from streamlining procedures projects, which have often been slow and costly. The fund has now cot its time of project development "from two years to less than a year," says Mr

The fund's supervision of on-going projects, bowever, has been criticised by an independent assessment team. They described existing arrangements for the supervision of projects as "clearly unsatisfactory...the fund needs a better

jects to support, it relies on a large number of agencies on the ground to administer its loans and supervise the projects. The assessment team suggested that it work with "a smaller number of co-operating institutions".

Mr Al-Sultan says that for a "limited number of projects" the fund intends to do its own supervision. "This will accelerate the IFAD's own learning curve and help to strengthen

they found "plenty of evidence that the fund is reaching the poor and helping them to increase agricultural productivity and incomes".

"The need for IFAD is more pronounced now than at the time it was created," said Mr Ivan Head, the team's Canadian chairman.

The agency's lending to Africa increased sharply in 1993 and 1994, but its special Africa programme is to be

# ALUMENTUM ALLOY (\$ per tone ■ LEAD (\$ per torme) Close Previous High/low AM Official MICKEL (\$ per torve Close Previous High/low AM Official

GRAINS AND OIL SEEDS Precious Metals continued GOLD COMEX (100 Troy oz.; \$/troy oz.) LONDON METAL EXCHANGE 414.2 +1.1 418.0 412.5 17,303 1,844 417.7 +1.4 419.5 417.5 4,724 8 421.7 41.4 423.0 423.0 1,120 -423.4 +1.4 - 190 -1822-3. 1870-5 1930-5 1925-30 594.5-6 581-2 8340-50 8010-20 8430/6300 8396-400 1037-8 1029-30 16.42 16.777 9 12,596 1,569 9 8,635 1,158 3 4,639 695 178,166 62,428 HEATING OIL MINEX (42,000 US galls; c/US galls.) 48.35 48.15 1,219 851 117 132.90 +2.30 134.00 132.00 1,503 131.55 +1.46 131.80 130.00 25,475 130.05 +0.05 130.13 130.15 1,854 128.55 +0.35 129.30 127.90 8,724 128.90 +0.10 126.90 126.90 609 125.25 -0.05 126.10 124.80 4,334 1.425 25,963 11,708 1.430 15,758 3,743 1.490 12,242 1,917 1.585 11,209 1,224 1.697 11,202 784 1.697 11,001 378 131,963 22,528 1,435 1,510 1,535 1,575 D& (V5 USS)

WHEAT LCE (2 per tonne) +1/0 370/4 385/6 32,709 +1/4 383/2 368/4 15,107 -0/4 343/0 339/0 20,613 +1/4 345/0 343/0 1,390 +1/2 355/4 352/4 388 -0/4 18 - 234/0 231/4 86,848 16,931 242/0 2394 74,512 5,976 -0/2 247/2 244/6 71,424 4,428 -0/2 251/8 251/2 11,345 1,283 256/4 254/0 56,211 3,358 BARLEY LCE (£ per torne) 554/2 +1/4 557/0 550/6 53,317 13,489 557/6 +2/0 556/0 550/0 53,317 13,489 557/2 +2/0 573/0 557/0 31,652 3,590 574/0 +1/6 575/0 570/2 3,747 112 575/0 +2/4 578/0 572/0 2,506 379 582/4 +1/6 584/2 578/6 17,218 1,254 121/24/15 340/5 540/5 154.4 -0.7 195.7 154.1 32.385 193.1 -0.2 159.3 157.8 23.865 162.4 - 163.5 161.7 18,538 164.5 +0.1 165.0 163.7 6,015 166.2 - 166.7 163.7 4,148 167.7 +0.2 168.5 167.3 7,505 180.673 E POTATOES LCE (Phome) 2030 2015 2025 1760 1770 1778 2045 2040 2040 1778 403 253 1,489 585 481 100 Wool A drop of 28 cents in Australia's Eastern A drop of 28 cents in Australia's Eastern Mer-lect indicator last week was followed by a time of 18 cents this week, taking it to over 800or' ig. The emisis movements in Australia are not mirrored in South Artica, where the market saw a modest decline, nor in New Zealand, where provious strength was well maintained. Nor are they related to trading attitudes in European markets. The explination for a mid-week Aus-tralian turn in scripe was a memorance of -0.18 58.40 56.80 20,672 -0.01 57.50 57.20 19,103 -56.75 58.45 14,194 -0.02 58.20 55.90 4,270 5,784 4,109 553 188 sometidering marks appeal by the Woo ranch processors to in to most growth in

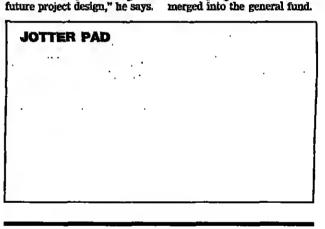
MEAT AND LIVESTOCK M LIVE CATTLE CME (40,000bs; cents/lbs) 158.90 +2.05 160.00 157.25 11.525 7.552 160.85 +2.00 162.00 158.60 11.764 2.405 162.25 +2.30 163.05 107.95 5.543 9.162.60 +1.45 163.95 162.25 3.443 218 162.40 +1.60 163.30 162.25 3.443 237 ■ No7 PREMIUM RAW SUGAR LCE (cents/fbs) 396.5 +1.7 396.7 394.5 5,949 2,307 389.8 +3.4 380.1 386.0 6,664 1,355 574.5 +1.8 374.5 372.3 6,961 280 347.0 +1.0 347.5 346.7 2,335 33 343.0 +1.3 342.0 342.0 241 2 389.0 +1.5 - 643 # +0.15 14.12 # +0.06 13.94 #23 +0.12 13.24 #24 +0.11 12.87 12.48 +0.17 12.7 12.35 +0.07 17 15,902 1,377 1,886 289 75,84217,138 -2.80 112.75 111.80 1.225 -2.80 116.00 114.60 2.550 -1.40 114.75 114.50 2.010 -1.40 116.50 116.00 300 INDICES CRB Futures (56set 1967-100)

41,700 +0,450 42,300 41,575 1,417 LONDON TRADED OPTIONS COFFEE LCE LONDON SPOT MARKETS \$16,78-6,81 Ges Oil Heavy Fuel Oil \$104-105 \$167-169 \$168-169 \$152-153 Naphtha Jgl fuai ■ OTHER \$375,90 478,50c \$414,25 \$157,25 Copper (US prod.) Lend (US prod.) 42.25c Tin (New York) 13.75m 253.50c Cattle (live weight): Sheep (live weight): Pigs (live weight) 119.52p 118.29p 86.18p Lon, day sugar (rea Lon, day sugar (w) Teta & Lylo export \$341.90 \$396.20 Berley (Eng. feed) Melze (US NoS Yo Whest (US Dark N 2110.0 Rubber (Mar)♥ Rubber (Apr)♥ . Rubber (KL RSS No1) 122.00 122.0p 483.0m -0.5 +2.5 Coconut Oil (Phil)S

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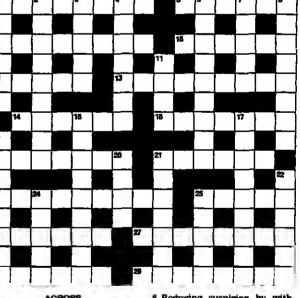
£187.0g

-0.35 +14



# CROSSWORD

No.8,683 Set by HIGHLANDER



1 Pirate's disturbed about a 5 Devotee, to sum up, gets canght in lt (6)

10 Criticise fool having a drink, 12 Empty one in pub using key

26 Use small measure dodge (6)

28 Used to indicate alternative loin (8)

I Everyone in the swim turned Geometrical shape ruined viewpoint, according to Quiet individual was out11 Shows preference for work on

the way up (4) 15 Broken rib enough for nearby 17 Two areas in the house for some joints (9) 18 Foreigner's hat is drab and middlebrow (8)

16 Sound pleased it's all over, 20 Boast about what one wears with rider's support (7)

19 Opportunity for taking the lid

21 Pathure has gone off taking 21 Award for gradueting ther- 22 Drinking vessel for small mouth, some might say? (6)

23 Massacred, yet applanded heartlessly (9)
25 Star's brief performance showed up orchestra leader

28 Massacred, yet applanded heartlessly (9)
26 Church accepts one smrt of fabric for another (5)

Solution 8,682



0.07 on Wednesday's close.

later trading, dealers said. However, Mr Holger Fah-

weaker because of high unem-

**NEW INTERNATIONAL BOND ISSUES** 

99.814R Mar.2000 0.30R

deal for Merrill Lynch, being joint bookrunner with Merrill

itself. The five-year bonds car-

ried a coupon of 9% per cent,

7.00 99.91R Dec.1996 0.15R +20(8)4%-96) CCF

ployment."

9.25

3bn

By Lisa Bransten in New York and Graham Bowley in London

US Treasury prices fell across the maturity range yesterday morning as traders made room for an afternoon long-bond auction and reacted to strongerthan-expected economic data.

At midday, the benchmark 30-year Treasury bond was down # at 97% to yield 7.676 per cent. At the short end, the two-year note fell 1 to 100%. vielding 7.170 per cent. The afternoon anction of

\$11bn in 30-year bonds was to be the third part of the Treasury department refunding operation. Demand was reasonable at Tuesday's auction of three-year notes and somewhat lower at Wednesday's sale of

10-year paper. There were concerns in the market about the long bond auction because of growing uncertainty about potential inflation, especially with producer price figures not due out until today. Economists were predicting a 0.4 per cent increase in the index of pro-ducer prices compared to the 0.2 per cent growth shown in

The European Investment Bank brought a two-tranche

deal to the euromarkets yester-

day. It raised \$500m in deals

HSBC said the deals were

aimed at different investors.

The \$200m two-year with a cou-

pon of 7% per cent was tar-geted at retail investors, who gave the deal a warm recep-

tion. That deal came at 10 basis

points over the comparable

Treasury and was sold out yes-

The \$300m five-year deal car-

ried a coupon of 7% per cent. It

came at 15 basis points over

By Martin Brice

handled by HSBC.

terday, said HSBC.

Inflation is damaging to the long bond because it tends to erode the value of longer term

Adding to inflation worries was a lower-than-expected number of people filing their first claim for unemployment

### GOVERNMENT BONDS

benefits. Although the Labour department's weekly report of initial unemployment claims is not generally given much importance by the market. signs of increasing employment added pressure to the bond market in the absence of more substantial news.

Initial unemployment claims dropped by 8,000 to 318,000 last week from 327,000 the previous week. Economists had estimated that closer to 325,000 people would seek such bene-

Another factor putting pres-sure on Treasuries was the slipping dollar. In morning trading the dollar fell against the Japanese yen and the D-Mark, which murts bonds by putting foreign investors

UK, as well as retail investors

in the Benelux region, said HSBC.

Abbey National, the UK

bank, visited the euro-franc

market for the fifth time, rais-

ing FFr3bn with a 21-month deal carrying a 7 per cent cou-

pon. Bookrunner was CCF,

which also handled a FFribn

deal for Abbey in 1993. CCF said: "At the short end

there is huge demand in the

franc market." It said 75 per

cent of the deal was sold in the

INTERNATIONAL

BONDS

European government bond markets advanced strongly yesterday, lead by Germany, before falling back on weakness in US Treasuries.

Dealers reported growing optimism among European investors about a slowdown in US economic growth and a peak in US interest rates.

Mr Steve Major, head of bond research at Crédit Lyonnais in Paris, said: "More and more investors think we have reached an important turning point, although the rally will be cautious."

However, Mr George Mag-nus, chief economist at S.G. Warburg in London, said: "Europe is shadowing the US and if the US turns back. Europe could give up a lot of its recent gaths."

Reports that the Bundesbank intends to wind down the issuance of five-year bonds provided early support for the German government bond market, causing a further steepen-ing of the yield curve between the five and 10-year areas.

EIB raises \$500m with two-tranche deal

US DOLLARS SCOMT 1995-36

STEFILING Mertill Lynch & Co.

FRENCH FRANCS Abbey Nati Trees Services (c)

Elsewhere in the euro-franc

sector, the A1 rated Spanish regional government of

Catalonia is believed to be

planning an issue within the

five-year Bobl on DTB and 10year bund on Liffe widened to on Matif settled up 0.16 at 42 basis points, a 7 basis point 112.42. In the cash market, the rise from earlier in the week. yield premium over bunds remained largely michanged at

Weak consumer price infla-tion data also provided a boost 58 basis points. to the market. These figures Dealers said many investors were beginning to move along the yield curve, switching from show there is no need for an early rise in interest rates by the Bundesbank," said Mr Nick two and three-year maturities Stamenkovic, at DKB, an into the five-veer area

"This is a bullish sign," said one dealer, "especially since investment bank, in London. The March bund futures contract on Liffe rose to 91.10 they are prepared to buy fivebefore falling back to 90.88, up year ahead of next week's and tion of two and five-year Uncertainty surrounding the stock." A more stable French current round of wage talks franc also supported prices, contributed to the decline in dealers said.

■ UK government bonds rose rinkrug, economist at UBS in then fell back in quiet trading Frankfurt, said: "The outcome conditions as they tracked of the wage talks is unlikely to other markets. In late trading, the long gilt be inflationary since the union's position is relatively future on Liffe was up & at

The yield spread below US • The Portuguese Treasury announced that it is to exempt non-residents from payment of Treasuries fell to 34 from 28 in morning trading. withholding tax on new treasury bonds issued and on the ■ The French bond market performed strongly, with futures holding on to much of three most recently issued

series of treasury bonds. Ren-

+87/896-003 HSBC/ Ment Lynch Inti.

tutions, with some off-shore US

funds, and retail investors in

the Benelux region. Marrill

was planning some overnight

Standard Credit Card Master

FT-ACTUARIES FIXED INTEREST INDICES

Day's charge %

+0.02 +0.14 +0.20 +0.22 +0.11

Feb 8

118.43 140.63 156,85

4,

Trust brought a \$625m deal via

sales to Tokyo.

Up to 5 years (25) 5-15 years (22) Over 15 years (8)

Over 5 years (11) All stocks (13)

Citibank.

Index-Briend

# Loan for Portugal attracts DM8.4bn

By Martin Brice

The DM3bn loan for Portugal has been almost three times subscribed, with international banks willing to lend it DM8.4hn.

The five-year revolving credit has not been increased. It was launched less than two weeks ago by the six co-arrangers and has attracted an additional 22 banks as underwriting lead managers. The underwriting commitment has been cut back from the original DM300m a bank to about DMD07m.

The loan is likely to set a benchmark for sovereign borrowers in the international credits market. It has been priced with a facility fee of 3.75 basis points and a margin of 4 basis points over Libor on the funds Portugal uses, making the cost of the funds 7.75 basis points over Libor. A loan for Sweden arranged before Christmas was priced at 8 basis points over Libor and the warm response for the Portagal deal suggests banks' appe-tite for zero-weighted loans to sovereign borrowers is undiminished, even at wafer-thin

The loss was launched into general syndication yesterday and syndication is to close on February 24.

Banks are being invited into the loan as managers at DM75m, co-managers at DM50m and participants at

Banks arranging the loan are Banco Comercial Português, Banco de Fomento e Exterior, Chemical Bank, the Industrial Bank of Japan, Nat-West Markets, and Swiss Bank

Joint book-runners are Nat-West and Chemical, which is also facility agent. IBJ is co-ordinator for Japan and SBC is documentation agent.

1.40 5 yrs 1.69 15 yrs 2.95 20 yrs

Corporation.

Feb 6

119.40 140.43 166.56

# Copper price fall hits Peruvian IPO

By Conner Middelmann

An initial public offering for the Southern Peru Copper Cor-poration yesterday fell victim to the recent drop in commodity prices which has sent prices of copper and copper-re-lated stocks rumbling sharply. The company's planned

share offering, which was to have been priced yesterday. was postponed indefinitely due to difficult conditions in commodity markets, said lead manager CS First Boston.
The decision came only a

day after the terms of the deal had been scaled back; on Wednesday, the planned issue size was reduced to 10m shares from the original 13m, and the target price range was lowered to \$13-\$15 a share from the initially indicated \$15-\$18. The precarious regional

backdrop - including recent tensions between Peru and Ecuador and nervousness in Latin American markets following the Mexican currency crisis - reinforced the sellers' decision to put the issue off. In Europe, the sale of 1.6m shares in Mapire Vida, a leading Spanish life insurer, by its parent Corporación Mapfre received a warm welcome. The shares were priced at Pta5,450

Brothers, which were joint lead managers with BBV of Spain. The depth and the breadth of the institutional placement are a vote of confidence both for the company and the Spanish

each, slightly below Wednes-

day's close of Pta5,520. The

international tranche - 39 per

cent of the issue - was more

than five times oversubscribed.

signals the reopening of the

Spanish new issues market,"

said Mr Hank Erbe, equity syn-

dicate manager at Lehman

"The success of this issue

19-19-18 X

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SO BERT RATES

" politics

Meanwhile, the French economics ministry announced that the institutional tranche in the privatisation of Seita. the state-owned tobacco monopoly, was 9.2 times over-

Bookbuilding for domestic and foreign institutional orders for 13.3m shares in Seita ended on Tuesday. Another 13.3m shares are being offered to French private investors. If retail demand significantly surpasses that amount, up to 20 per cent of the institutional tranche can be clawed back to meet private investor demand. The government this week set a price of FFr133 a share for the institutional tranche and FFr126 for the retail tranche.

# Freddie Mac to raise \$15bn

--- Core coupon yield --- -- Nedhum coupon yield --- -- High coupon yield --- -- Feb 8 --- Feb 8

5.94 8.48 8.49 8.20 8.64 6,77 8.49 8.50 6.86 8.89 6.64 8.49 8.50 6.86 8.60 8.90

The Federal Home Loan for the global debt facilities for Mortgage Corporation, the US the Federal Home Loan Bank, government mortgage agency hetter known as Freddie Mac, is to raise \$150m on international capital markets, writes

Martin Brice.

The first Issue from the programme will be in the second quarter of this year.

The move suggests an exten-sion of the global market for callable bonds spearheaded by other US government agencies. It is also a coup for Lehman Brothers, which is to arrange the global debt facility. Lehman is already the co-erranger

8.46 8.39 8.42

Felb & Felb 8 Yr. mod

and for the \$20bn global debt programme of the US Federal National Mortgage Association (Fannie Mae). Much of the debt issued by

US mortgage agencies is callable, which means the bonds can be redeemed by the borrower at an agreed point before their maturity date. US mortgage agencies are

seeking to extend the market for callable bonds beyond the US domestic market where they have issued much of their debt.

Feb 8 Feb 6 Yr. ago

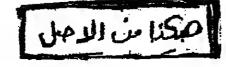
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# **CURRENCIES AND MONEY**

### MARKETS REPORT

# UK politics continue to depress sterling sentiment

Sterling performed steadily yesterday, but its vulnerability to SKr4.8610, before sinking back to finish at SKr4.882. The central repo rate was raised by ued to dominate market attention, writes Philip Gawith.

The pound traded in a fairly narrow range against both the D-Mark and dollar, finishing in London at DM2.3787, from DM2.3778, and \$1.5557, from

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Analysts are split about the outlook for the pound, although current market opinion is clearly on the pessimistic side.

The dollar continued in its recent narrow range, finishing little changed at DM1.5291 and

Elsewhere in the dollar bloc, the Australian dollar continued to weaken. It fell to around 74.15 US cents in Asian trading, before recovering to finish at 74.45 cents.

Trade in the Swedish krona was fairly stratic after the Riksbank raised interest rates. It appreciated from a high of SKr4.8835 against the D-Mark,

POUND SPOT FORWARD

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Feb 9

20 basis points to 7.8 per cent, while the deposit (floor) and lending (calling) rates were raised by 50 basis points, respectively to 6.5 and 8.5 per

As a general observation, analysts said market turnover was currently fairly quiet. They said traders were reluc-tant to establish fresh positions, preferring to take profits on moves that took place in

■ Market observers offer differing views about sterling's current plight. Some sense a buying opportunity, others report evidence of two-way trade, while still others say

| Pound in New York

there is now evidence of selling Swedish Krona pressure emerging from institutions.

economist at Citibank in London, said that until about two weeks ago, institutions had been running long sterling positions against the D-Mark.
The problem was that they
were not seeing any benefit.
The unwinding of their positions has contributed to sterling weakness.

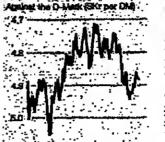
Analysts agree that political instability, aggravated by the feeling that UK interest rates may be on hold for some time, explain current weakness. Mr Michael Smolek, trader at Effex, a foreign exchange trad-ing company in London, com-mented: "The underlying feeling is that you don't want to be invested in a country where the Labour party might get in

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Against the D-Mark (SKr per DM)

Mr Nail MacKinnon, chief

problem with sterling. Mr MacKinnon predicted that if starling breached the DM2.37 level, it could fall as far as its



Two issues have combined to unseat the previously strong Australian dollar - investor disappointment that monetary policy was not tightened this week, and the sharp downturn in world commodity prices. Australia is a large commodity producer, so the dollar has tended to track commodity

Europe Austrie Belgium Dermerk Finland France Germanny Greece Internal Luxembourg Natherlands Monway Portugal Spelin Sweden Sweden

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

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prices quite closely.

Mr Tim Stewart, currency strategist at Morgan Stanley in London, said the decision not to raise rates should be seen in the context of Canadian and US rates rising, and New Zealand indicating that it needed to tighten policy forther. This left Australia as the "odd man ont", disappointing foreign investors, who are

large holders of Australian bonds, in the process. Mr Stewart said the "big move" in the dollar was probably over, unless there was further deterioration in commodity prices. He said be had lowered his forecast trading range for the dollar to 73.5-78

The Mexican peec lost ground to finish at 5.565 peecs against the dollar, from 5.345. The previous ten days had seen it recover from a low around 6.5 pesos, before the

US cents, from 76-81 before the recent fall.

tional support package for

Mexico. Mr Miguel Mancera, the central bank governor, said the floating exchange rate regime would be kept for the time being. He sald "scarcity of reserves" and "uncertainty" prevented any alternative route. He indicated that monetary policy would be tightened if the peso traded steadily

The Bank of England provided UK money markets with £580m late assistance. Earlier it had provided £668m liquid-ity, at the established rate of 6% per cent, after forecasting a £1.25bn shortage. Three month money remained at 6% per cent, the same as the base rate.

MOTHER CURRENCIES 177.284 - 177.497 | 113.900 - 114.800 2728.00 - 2729.00 | 1748.00 - 1750.00 0.494 - 0.4655 | 0.2969 - 0.2962 1.8002 - 1.81727 | 2.4904 | 2.4505 6502.82 - 8607.49 | 4180.00 - 4181.00 5.7124 - 5.7150 | 1.8728 - 3.6731

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WORLD INTEREST RATES

MONEY RATES February 9

week ago US week ago

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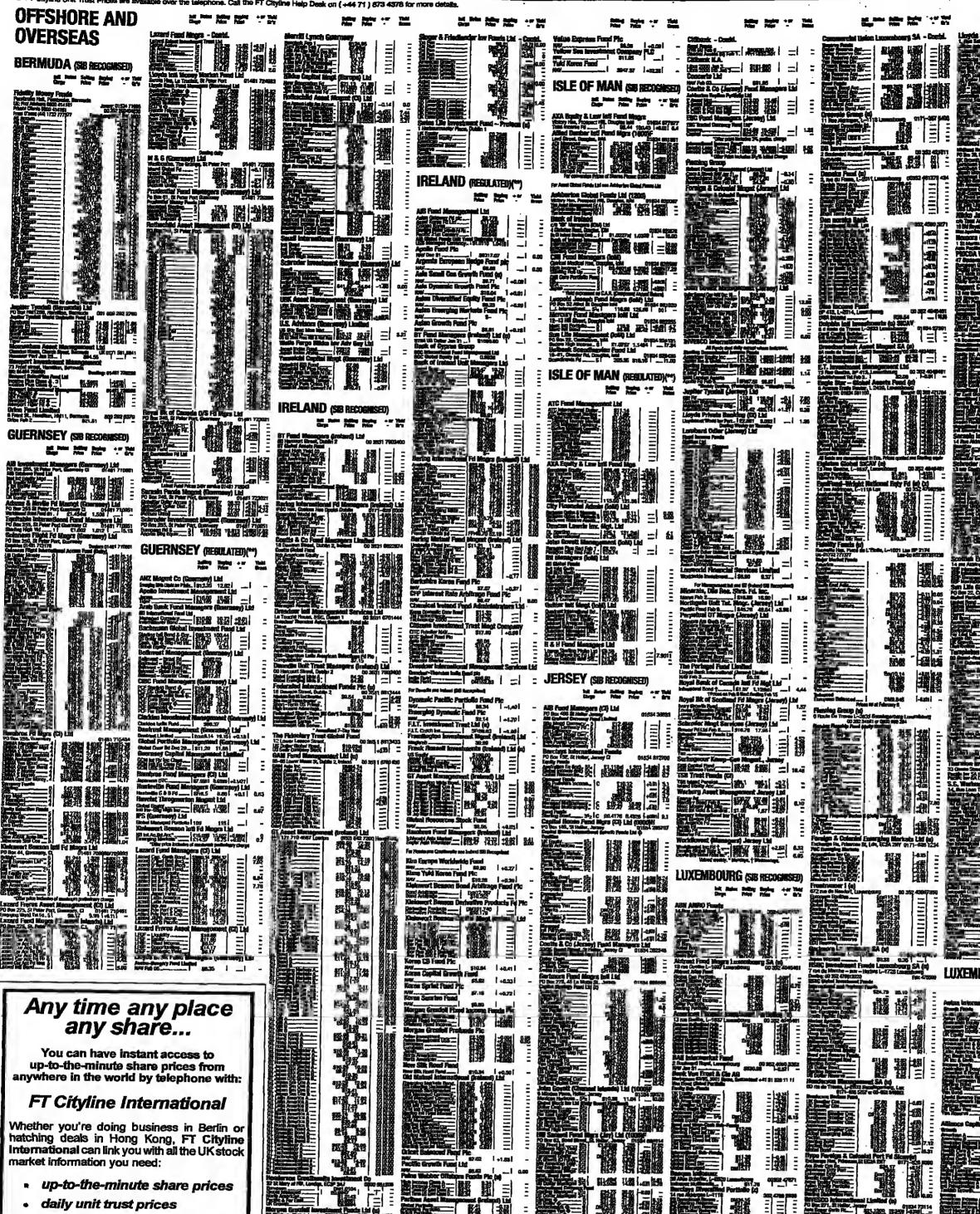
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### MARKET REPORT

# Footsie at new 1995 peak and jousts with 3,100

By Terry Byland, UK Stock Market Editor

European fund buying of UK equities took the FT-SE 100-share Index to a new 1995 peak yesterday in a session which closed with the index jousting with the 3,100 mark. The demand from continental Europe was spread across the market and brought sharp rises in the FT-SE 250 and 350 Indices, which take in a substantial list of smallercapitalisation stocks.

Traders commented that the advance in London brushed aside a cautious performance in the New York markets where this week's \$40bn Federal funding operation

continued to overlay sentiment. Equity volume increased in the UK, with epeculative activity strong among the regional electricity companies as the market awaited a decision from the UK authorities on the Trafalgar House bid for Northern Electric. The rise in the Footsie would have been greater but for falls among the food retailers.

Share prices opened nervously and staved that way until the appearance of a buying programme signalled European interest and sent the Footsie ahead. The index quickly broke through the January high of 3,076.7 and touched 3,102.7 ahead of the Wall Street opening. The pace proved somewhat too

hot to maintain and shares came well off the top for a while. However, London turned higher again as the Dow reversed an early fall to show a gain of 6 points in UK trading hours, and the Footsie briefly cleared 3,100 for a second time.

The final reading of 3,099 gave the FT-SE 100 an advance of 26.5 on the day, against 30.2 at the peak of the tion. But the breadth of interest in equities was more clearly reflected in gains of 25.6 in the FT-SE Mid 250 Index, at 3,440.7, and of 12.8 m the FT-SE-A 350 Index, at 1,543.9.

Seaq volume of 717.6m shares was well at the top end of recent daily averages and compared with only

311p, after 298p.

8m traded

Counter-bid apeculation con-

tinued to swirl around Well-

come, the subject of a 99bp-

plus offer from Glaxo. The

shares gained 3 at 1023p, while

Glaxo improved 5 to 659p with

SmithKline Beecham was

being touted as a possible

entrant, joining a growing list

Hoechst. However, SmithKline

shares were more motivated by

the recent good news on its

heart failure treatment. Fol-

low-through buying pushed the

turnover of 11m shares.

"A" stock up 41/2 to 4941/2p on

Elsewhere in the sector.

Smith & Nephew has been

attracting a certain amount of

bid speculation. The shares

rose 2% to 167%p, a two-year

high. However, one analyst

said the advance reflected a

which includes Roche and

528.7m in the previous session. to have been left behind in the mar-Retail business in equities has been high this week, returning a total worth of £1.3bn for Wednesday's trading session.

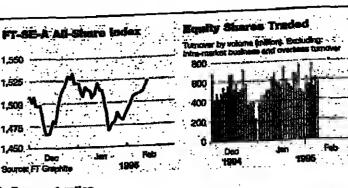
LONDON STOCK EXCHANGE

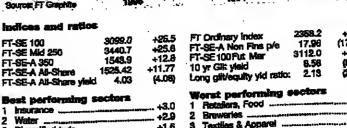
There was little response to the UK trada figures for November. Market confidence that UK base rates may be nearing the high point of the present cycle remained solid. With the UK seen as the most likely market in Europe to benefit from an easing of interest rate fears. London stocks are seen as attractive compared to continental European markets.

Domestic funds were also active in the market yesterday. Some financial stocks, which are thought ket recovery, came in for support. But BT's trading statement failed to inspire a market which had correctly estimated the profit figure as well as the board's references to

redundancy costs. There was demand for the retail stores, which have laid under a cloud since mid-January because of the market's cool response to the outcome of the Christmas selling

But brewery stocks, hit this week by the announcement that the Office of Fair Trading will look into wholesale beer prices, found little comfort at the annual meeting of





**FUTURES AND OPTIONS** 

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# FT-6E 100 INDEX PUTURES (LIFFE) (25 per full index point

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TRADING VOLUME

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# Card hint at

Tesco

Speculation that Tesco was about to launch a nationwide electronic "loyalty" store card triggered fears of increased competition among food retailers, sending shares in the sector sharply lower.

Tesco, similar to several of its rivals, has been carrying out card tests in some selected stores, and market talk suggested that the group could launch a nationwide card as early as next week. A company spokesman would only say that a new card is being tried out at soma of the group's

Shortly before the market close J. Sainsbury confirmed that it was launching a trial " card next month in selected branches.

Shares in Tesco gave up 51/4 at 244p in hefty trade of 7.1m, while Sainsbury fell 8 to 427p. Argyll Group, also believed to be carrying out "loyalty" card

tests, retreated 9 to 269p. One analyst said: "There is no smoke without fire. All I can say is the first group to launch a nationwide card will gain a big sales advantage."

Analysts said food retailers trailing in card technology were likely to be left behind. Asda was said to be among food retail chains in this camp. The stock eased a penny to 67p with 31m shares dealt, making it the day's most actively

Composite insurance stocks

took four out of the top five places in the FT-SE 100's performance table as some of the market's leading broking firms reappraised the sector's underperformance against the market in recent months.

The composites' preliminary reporting season gets under way in two weeks time when Guardian Royal Exchange reports. There were at least two big institutional buyers of the sector who adopted a long term positive view of the dividend potential, particularly in Commercial Union and Sun Alliance, as well as the recent hoost to net asset values from a rising stock market

Sun Alliance was the FT-SE 100's best performer, the shares moving forward 14 or 4.6 per cent to 316p, followed by Commercial Union, which climbed 18 to 518p, Royal Insurance, up 8 at 286p, and GRE, 5 ahead at 181p.

BZW was the driving force in the life sector, recommending a switch ont of Prudential, a penny off at 304p, and into Legal & General, which gained 10 at 455p. BZW, along with Robert Fleming Securities, was also responsible for moving London and Manchester up 6 to 326p.

A recent large selling order in Willis Corroon was said to have been completed and the shares moved up 3 to 143p; turnover reached a hefty 8.3m.

Trading was active in Babcock International, where turnover reached 23m shares as a big two-way pull built up in the wake of the group's second Chinese power plant order this year.

Babcock has had a mixed press since it passed the interim dividend in November.

But the recent Chinese contracts suggest that hopes for a significant profits recovery among some securities houses are not entirely misplaced. The shares closed a shade better at 28p, against a recent 1994-95

low of 26p.

Bank of Scotland was a lone casualty in the high street banks, the shares slipping 3 to 204p on turnover of 3.4m in the wake of a NatWest Securities downgrading.

HSBC outpaced the rest of the banks, closing 12% firmer at 676%p, helped by another strong showing by Far Eastern markets. The recent BZW buy note continued to sustain Barclays, 4 higher at 603p.

Schroders was the pick of the merchant banks, rising 22 to 1545p on renewed talk of imminent moves in the financial sector. S.G. Warburg put on 15 at 751p as dealers continued to view the stock as one of the bid favourites for 1995.

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Total co Calls 1,618

The impending litigation was already extracting maxiunsettled Govett, down 38 at mum value from the company. Chemicals group BTP feil 12 to 260p as it surprised the market with a £51.9m rights issue. The one-for-six cash call priced at 225p per share was aim clearing the balance sheet of debt ahead of more acquisitions. A disappointed Mr Charles Lambert of Smith New

Court said: "It won't help the share price at all." On tha whole, chemicals stocks performed well, with the leaders ICI and Courtaulds gaining 6 at 753p and 7 at 432p. However BOC underperformed with a rise of only 2 to 720p as the first-quarter figures of £89.4m came in below expecta-

tions of around £93m. Carlton Communications rose 7 to 893p as NatWest Securities recommended the stock as part of a general review of

On the sell side NatWest featured Scottish Television, which was restrained at 437p. BT shares could only manage a meagre 1% gain at 397%p as the market paid little attention to the third-quarter figures, which were broadly in line with forecasts, and preferred to worry about the latest outpourings from Oftel. Turnover reached 24m shares.

Diversified industrials were again heavily traded, with BTR running up turnover of 14m. and Hanson not far behind at 13m ahead of next Tuesday's first-quarter results. An unbeat set of numbers is widely expected - the range among brokers looks to be £230m to £265m pretax - and some houses were talking tentatively of Hanson edging up the dividend.

This possibly explained the

heavy options volume in Hanyesterday, which was equal to almost an extra 5m of cash market turnover. The shares were 5% higher at 243%p. BTR rose 7 to 321p. Lex Service stood out on a good day for equities generally, tumbling 6 to 282p following a

FT - SE Actuaries Share Indices

£14.5m clear-out in car retailing, where operating margins have been wafer thin for some time. The retructuring charge represents some 35 per cent of expected 1994 profits but will be offset by disposals. NatWest Securities thought the move reflected strong management and said Lex's well covered 6

per cent yield could soon find takers. A broker's recommendation boosted property group MEPC, which added 10 at 390p. The strong market trend

helped Bass recover from an earlier slide that followed news of a 1.3 per cent drop in beer volumes in the first 16 weeks of the year. The shares closed unchanged at 518p. Among retailers, both Boots

and Sears gained ground on the back of brokers recommendations. The former put on 8 to 484p, while the latter firmed 2½ to 104½p. Talk of pressure on margins continued to hurt MFI Forniture. The shares lost another 3 to 116p.

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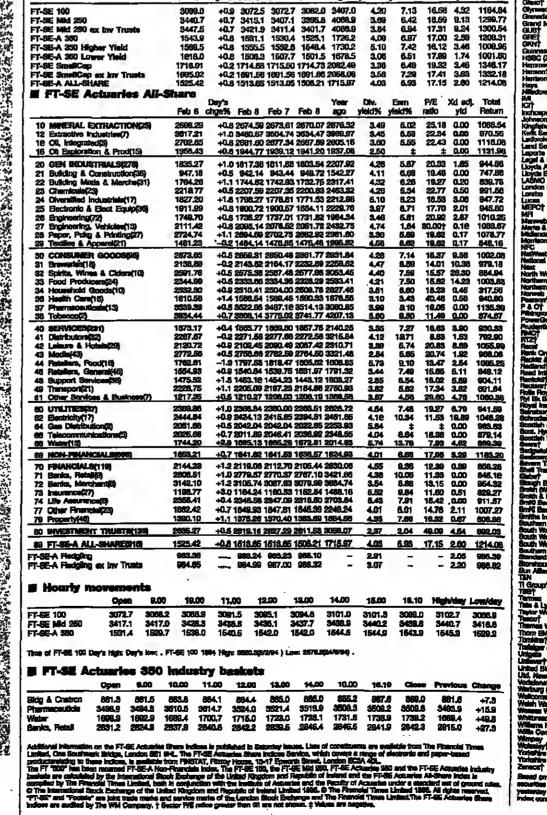
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# Technology sector lifts Nasdaq index

Wall Street

US shares were mixed yesterday morning as the market entered a third day of uncertain trading in advance of more economic news today, writes Lisa Bransten in New

At 1 pm the Dow Jones Industrial Average was up 8.08 at 3,943.45. The more broadly based Standard & Poor's 500 index, which hit a record intraday high on Wednesday, lost 0.29 at 480.90, and the American Stock Exchange composite put on 0.07 at 446.01. The Nas-787.08. Trading volume on the New York Stock Exchange came to 188m shares. Both the Dow and the S&P



500 have hovered near their record highs since the beginning of the week. By Monday's close the Dow had gained 106 points in five trading days; on Tuesday and Wednesday blue chips fell slightly but remained within 3 points of Monday's close. On Wednesday the S&P flirted with its record high of 482.00, but closed at 481.19.

Analysts attributed recent sluggishness on the market to profit taking. Also some worry that the bullish turn taken last Friday after the release of higher-than-expected unemployment figures may have en premature. Concerns that inflationary pressures remain and could spark another interest rate increase by the Federal Reserve were heightened by data showing that fewer people than expected had filed first

Although initial unemployment claims are not considered extremely important figures, the strong figures were looked at warily as investors awaited more important data on producer prices to be released today.

Rising technology shares helped boost the Nasdaq more than other indices. The Pacific Stock Exchange Technology Index gained 1 per cent in morning trading. Intel gained \$1% at \$78%, Apple Computer rose \$11 at \$43 and Microsoft was up \$% at \$61%.

The Nasdaq, up 0.4 per cent, was somewhat restrained by falling prices in several biotechnology companies. Amgen, which jumped \$5% Wednesday on rumours thet it might be bought by Bristol Myers Squibb, fell back \$4 to \$66% yesterday after the pharmaceuticals company quashed the

Market reaction was mixed for two btotech companies which rose with Amgen on Wednesday. Genzyme lost \$% to \$39% after rising \$1% on Wednesday, while Biogen was unchanged at \$39%.

Black & Decker climbed \$1% to \$25% after it posted better than expected fourth quarter results. The tool company reported net income of 68 cents per share, while analysts had only expected 61 cents.

Aluminum Company of America, up \$1% at \$80%, snapped back from several days of losses as cyclical issues in general reversed recent declines.

Canada

Toronto registered gains in active midday trading, supported by strength in precious metals, banking and mining stocks. The TSE 300 composite index rose 8.23 to 4,112.38 in volume of 37m shares valued at C\$481m.

Advances outpaced declines by 285 to 253 with 294 unchanged. Comex gold prices pared earlier gains, but remained higher at noon, and gold and silver led gains in eight of the market's 14 sub-indices with a rise of 78.43 to 8,660.94. Barrick Gold was C\$1/4

# Telebras upsets Brazil

per cent as a sharp fall in Telebras, the telecommunications group, triggered a sell-off in other blue chips.

The Boyespa index was down 1,950 at 33,613 in turnover of R\$76m (\$91.2m) .

Telebras, whose preferred shares had lost 6.8 per cent to R\$27.50 by midday, was affected by reports that the government's charter reform proposals did not include the

company's privatisation. Analysts also noted that a Merrill Lynch downgrade of

S African golds soar 7.4%

Johannesburg gold shares soared 7.4 per cent as the gold bullion price firmed and local, small buyers returned to what was seen as an oversold

The golds index rose 113.7 to 1,654.4, lifting the overall index 64.8 to 5,252.3. Industri-

FT-ACTUARIES WORLD INDICES

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fell 5.6 per cent to R\$84.50. **BUENOS AIRES tumbled 4** 

per cent in the first hour of trade, affected by Brazil's fall and further worries about difficulties in the local banking system. The Merval index was

Modest gains in industrials after their recent volatility

were the result of expectations

of strong corporate results due

shortly. However, the contin-

rand deterred foreign interest,

while fears on the outlook for

interest rates made for some

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among local investors.

MEXICO was easier in late morning trading in a market dominated by local investors.

The IPC index weakened 10.17 to 1,950.64. Volume was light at 11.9m shares valued at 88.8m

Y10 to Y1.230. losers, due to reports of net losses for the current year to

Y40 to Y1.120. Retailers were among the few bright spots of the day: in department stores, Isetan rose Y20 to Y1,420 and Tokyu Department Store Y20 to Y620;

In Osaka, the OSE average shed 115.30 to 19,975.37 in vol-

US Doller Index

# Frankfurt breaks through 2,100 resistance level

Bourses gained their impetus yesterday from derivatives markets in Germany, France, the UK, Switzerland and Sweden, writes Our Markets Staff, and it was remarkable, but logical, that weakness in US treasuries late in the European afternoon helped to take Continental equities off their highs.

It was an extraordinary day, said Mr John Blackley et James Capel in London. A number of market traders had been running quite large short positions on the view that bourses had e run last Friday and Monday and that a number of them were at or near sistance levels.

FRANKFURT broke through mark. The Dax index rose 25.07 to 2,112.69 on the session, and peaked after hours at 2.138.56 as the March bund future went through 91 on the upgrade. The key index closed 30.02 or 1.4 per cent higher at en Ibis-indicated 2,117.80 after debt markets subsided a little.

Ibis, the computer based trading system which, with 243 participants, hosts both pre and post-bourse business, had a market share of almost 40 per cent of trade in the top 30 Dax stocks in January, the said. This was up from 34.2 per cent on average in 1994.

over rocketed from DM5.5bn to DM9.9bn, and there was talk of foreign and German institutional buying BMW, Degussa and Thyssen all scored rises of more than 2 per cent, and BASF, Schering and Volkswagen came close.

Almost doubled profits from Viag left the utility based conglomerate up DM5.90 at DM503.40. The steelmaker Thyssen climbed DM7.50 to DM305.90 after an unbeat session with analysts on Wednesday; and spparent majority agreement on the banks' restructuring agreement left KHD, the engineer, up DM5.40 or 9.2 per cent at DM64.40.

Wednesday, returned to health with a gain in the CAC-40 index of 23.53 or 1.3 per cent at 1.874.44.

PARIS, down 1 per cent on

Turnover was heavy at FFr4.3bn, with foreign institutions active. There was high volume in

stocks which either entered or left the index yesterday, with the entrants all suffering from profit-taking, having been well supported in the sessions leading up to the changeover: Eurotunnel declined 50 centimes or 2 per cent to FFr25.60, Renault retreated 70 centimes to FFr182.30 and PPR receded

FT-SE Actuaries Share Indices Open 10.30 11.00 12.00 13.00 14.00 15.00 Close FT-SE Burnstrack 106 1335.15 1338.62 1340.37 1342.59 1345.54 1348.20 1348.26 1347.04 FT-SE Burnstrack 200 1394.09 1297.79 1398.82 1400.04 1401.99 1404.06 1404.83 1408.33 Feb 7 Feb 6 1340.47 1397.72

FFr10 to FFr1,020. In contrast, those that left the CAC 40 traded higher: Euro Disney added 55 centimes or 5 per cent at FFr11.55, Casino FFr4.50 at FFr138.50 and CGIP

FFr7 at FFr1,072. Crédit Lyonnais CIs made FFr21 or 6.5 per cent to FFr345 emerged about the government's rescue package for the troubled bank. ZURICH was supported by

firmer bonds and moderate demand from foreign investors, taking the SMI index 19.5 higher to 2,636.9. Financials helped the market

up from a weak opening on expectations that interest rates SBC firmed SF15 to SF1384 and UBS bearers picked up from an early SFr1,026 to finish flat at SFr1.037 as investors overcame worries about a pre-

liminary court ruling on its

dispute with BK Vision over the introduction of a single class of share.

Among the big exporters which benefit from a firmer dollar. Nestlé rose SFr11 to SFr1,220 and Roche certificates overcame an early fall to finish SFr45 higher at SFr6,735. Second liners continued to

dler, the engineer, up SFr50 at SFr1,560. AMSTERDAM moved forward during the afternoon on activity by foreign institutions. The AEX index put on 1.14 at

attract attention, with Schin-

ABN-Amro forecast strong earnings growth for Dutch companies in 1995, sustaining the high levels that were seen

"A sharp turnround at a number of major companies is behind this strong market growth," the broker commented. "Dividends are expec-

or 3.1 per cent advance to 15,258 attributed to persistent rumours of a realignment of the bank's shareholder syndi-Share price and index rebased

Recently underperforming insurers also continued to attract demand on expectations that they would benefit from planned government reform of the pensions system. Alleanza moved ahead L248 to L17,973, RAS rose L170 to L18.273 and Generali was L136 higher at L40,017.

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STOCKHOLM took the prize for specific features as a rise in Swedisb interest rates was overshadowed by strong results, and a four-for-one stock split proposal from

The Affärsvärlden General index jumped 20.30 or 1.3 per cent to 1,558.80 in heavy turnover of SKr3.325bn, with Ericsson "B" SKr15.50 higher at SKr427.50 in SKr910m trade. MILAN erased early gains to finish marginally higher in a day dominated by technical trading shead of today's expiry Volvo "B" advanced SKr4 to SKr146.50 in SKr733m on the expected disposal of its con-

sumer products unit BCP. MADRID rebounded after two days of profit-taking, the general index finishing 1.51 better at 289.11.

Written and edited by William

Banks returned to the spotlight, with Ambroveneto's L159

**ASIA PACIFIC** 

# Shanghai B index tracks Hong Kong to 5.7% gain

Tokyo

Corporate selling ahead of the March year-end depressed share prices, and the Nikkei index lost ground for the third consecutive day, writes Emiko

Terazono in Tokyo. The 225 average fell 190.70 or 1 per cent to finish at the day's ow of 18,099.55. It hit a high of 18,338.67 just before the morning close on buying of construction issues, but saw its gain eroded later on profit-taking by overseas investors.

Volume came to 344m shares, against 327.4m. Corporate cross-trading, or the selltng and buying of shares in order to realise profits ahead of the book closing period, lifted

The Topix index of all first section stocks retreated 11.40 to 1,412.71, while the Nikkei 300 dipped 2.56 to 258.55. Declines outnumbered advances by 588 to 376, with 184 issues unchanged. But in London the ISE/Nikkel 50 index ended 2.28 firmer at 1,153.54.

Traders said the rise in the yen had fuelled selling by overseas fund managers. Foreign SAO PAULO dropped an early Telebras weighed on overall exchange dealers, who had sold the yen following last month's earthquake in Kobe, were adjusting positions, buy-ing back the Japanese currency. Foreigners sold con-struction issues which had gained sharply over the past three weeks and, in addition, liquidated holdings in hightechnology and trading com-pany stocks.

Penta-Ocean Construction, the day's most active issue, weakened Y45 to Y839, while Fudo Construction declined

Brokers were the heaviest March. Daiwa Securities fell

Setyu, the supermarket chain, added Y20 at Y1,180.

lose ground, with Rohm down Y140 to Y3,380 and Shima Seiki Y140 lower at Y6,060.

technology stocks continued to

Roundup

The region went its own way, generally higher. HONG KONG resumed its advance in e late afternoon buying surge inspired by the futures market. The Hang Seng index closed 120.05 or 1.5 per

cent higher at 8,054.88 after

reaching 8,084.47. Financial shares were the day's main beneficiaries, with HSBC adding HK\$1 at HK\$80. Cheung Kong climbed 60 cents or almost 2 per cent to HK\$31.10 on fund buying after Morgan Stanley increased the

issue size of its covered warrants on the stock. · Mainland Chinese companies listed in Hong Kong outper formed the market for a third consecutive day. The H-share index moved ahead 16.48 or 1.6 per cent to 1,024.96.

SHANGHAI'S B jumped 5.7 per cent in very active volume of 25m shares as they sought to catch un with the strong performance of Hong Kong since the start of dollar-denominated stocks available to foreigners rose 2.98 to 54.85.

The index had fallen sharply in the previous three days in reaction to the Sino-US trade dispute over intellectual property piracy in spite of the gains

in Hong Kong. Shanghai's domestic A-share index put on 19.64 or 3.6 per cent at 569.70 in thin turnover. KARACHI added 2 per cent to Wednesday's 1.8 per cent

rise, mainly on domestic buying, although there was evi-dence of limited foreign support. The KSE-100 index rose 37.27 to 1,911.26 as volume improved to 16.8m shares. Mr Muddassar Malik of BMA

Capital Management in Karachi said the initial catalyst for the market's improvement had been the government's announcement earlier in the week of a three-year extension to the exemption from capital gains tax on share transaccovering, and selective buying of blue chips which had been sharply marked down last month. For instance, ICI Pakistan, up Rp7 to Rp226 vesterday. had gained some 25 per cent

over the last 10 days. **KUALA LUMPUR** resumed its advance as retail investors returned amid renewed optimism over the market's short term prospects. The composite index closed 6.28 up at 971.03, although the rise was capped by a 20-cent fall to M\$10.10 in

Speculative and gaming stocks were the day's main attraction. Olympia rose 21 cents to M\$2.60. Multi-Purpose Holdings jumped a further 28 cents to M\$4.2 2 amid rumours of a renewed takeover bid. SEOUL remained upbeat throughout the day in spite of

l'enaga Nasional.

fairly extensive profit-taking: the composite index was ahead 5.77 at 964.12, after 968.21.

Posco, the steelmaker, hit its upper limit for the second straight session, advancing Won2,000 to Won61,800, in the belief that the stock was SINGAPORE ended lower in a continuation of the consoli-

dation phase after the market's recent strong advance, although dealing in Malaysian shares traded over the counter remained buoyant. The Straits Times Industrial index lost 6.61 at 2,085.01 after an intraday high of 2,096.95, while the UOB OTC index, tracking Malaysian stocks, ross 22.57 or 2.1 per cent to 1.113.01.

DBS Land shed 10 cents to \$\$3.50, although news that the company's Pebble Bay project was being launched at an average of around S\$750 per square foot was viewed positively by

ted to rise by 13 per cent in

1995 after an 11 per cent

Royal Dutch, helped by posi-tive opinions on the stock by

UK houses, was among the ses-

sion's best performers, rising

of options for the February

account. The Comit index was

0.42 higher at 679.45, while the

Mibtel index picked up from a

low of 10,780 to finish 59 higher

increase in 1994."

F1 1.00 to FI 193.10.

some property analysts.

BOMBAY reversed an early mild fall to close marginally higher on covering by several brokers who had short-sold shares in the past two weeks. The BSE-30 index gained 7.30 points at 3,555.57, although the mood remained cautious as

lections began in Maharastra. TAIPEI gained ground in spite of a late burst of profittaking in the textile and paper sectors. The weighted index climbed 16.68 to 6,543.42 in turnover of T\$62.06bn, against Wednesday's T\$48.62bn. The cement sector outper-

formed the market at the close as price increases were announced: Chien Tai Cement appreciated T\$1 to T\$31.20.

Conference

ground on bargain hunting after recent sharp declines. The All Ordinaries index put on 10.3 at 1,833.6. Volume was 191m shares worth A\$569m.

A firmer gold price also prompted some buying interest, but lower commodity prices kept mining stocks under pressure.

Among the actives, BHP rose 16 cents to A\$17.98 and News Corp 18 cents to A\$5.54. MANILA moved up slightly on buying of selected blue chips. The composite index put on 6.90 at 2,563.30.

WELLINGTON reversed a firm morning trend to close slightly down, after selling occurred in Telecom, off 4 cents at NZ\$5.36. The NZSE-40 Capital index lost 4.57 at 1,968.58 in turnover of NZ\$50m.

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JOBS: The business case for paying close attention to employee issues

Happy workers can generate high profits

sixtance len

Yet, according to an academic who has been no stranger to this column over the years, even the most anti-union companies m the US are no longer able to ignore the successes of competitors which have chosen to accept, and even encourage, collective organisation

among their employees. In his latest book, Competitive Advantage Through People, Jeffrey Pfeffer, professor of organisational behaviour at Stanford Gradnate School of Business, points to the five top performing US companies between 1972 and 1992 in terms of percentage returns on their shares: Southwest Airlines, Wal-Mart, Tyson Foods, Circuit City and Ple-num Publishing. All, he writes, have one thing in common: not a reliance on technology, patents, or strategic position, hat in the approach they use to managing

their workforces. Pfeffer was speaking to former students in London last week about potential solutions to the employee malaise that is sweeping the US and manifesting itself in parts of the UK workforce. That there is a deep employee disenchantment in what prides itself as one of the the world's most deregulated labour

would probably have been

survey carried out for President Bill Clinton's commission investigating employer-labour relations. It found widespread dissatisfaction with jobs and distrust of managements.

Pfeffer was urging managers to consider employment practices which many companies appear to have ignored in the clear-outs of the last few years. Security of employment, union membership, high wages, full-time employees and greater employee share ownership, said Pfeffer, should not be regarded as millstones to competitiveness, but as features that can belp define

successful companies. He left some members of the endience wondering if he was preaching a form of corporate socialism. Many of his ideas seemed to conflict with the political dogma supported by most employers' bodies in the US and the UK. Pfeffer, however, was advancing a business argument.

In addition to his five top performers he throw into the rot a few

formers, he threw into the pot a few more companies such as Nordstrom, Lincoln Electric and the New United Motor plant of the Toyota-GM joint venture at Freechieved exceptional economic returns in highly competitive and often mundane industries.

Their secret was to pay close attention to the needs of their workforces. A common mistake made by many employers, said Pfeffer, was to confuse labour rates with labour costs. High pay, in both motivating and ettracting a more productive workforce, he argued, could be a far more cost effective approach to employment than having a low paid

umproductive workforce.

To make his point he offered these 1991 statistics which show that compared to everages for the US airline industry, Southwest Air-lines had fewer employees per air-craft (79 against 131) and flew more passengers per employee (2,318

Some of the atrline's success in the high volume-low cost air travel market involved other factors such as e 15 minute turn-around for aircraft, but even that needed highly motivated and reactive employees to make it possible.

Another important ingredient of the Southwest Airlines formula can be found in its charismatic chief commissions for staff, but competi-executive. Herb Kelleher, who has a tors who have introduced similar hands-on approach to the husiness. He is as likely to be found serving in-flight peanuts, chatting to pas-sengers and staff or shifting luggage in the baggage handling bays

elleher has put a late 20th-century gloss on a discovery of the more enlightened employers of the 1920s and 1930s: that a happy workforce pays pro-ductive dividends. As Pfeffer said: "You can't provide a great customer service if your employees are miser-

Southwest airlines, he said, had the lowest staff turnover and best labour relations in the US airline industry and also the most produc-tive people in the industry. Part of this formula is in operating a "fun to be at work policy". This is epitomised in some of its recruitment advertisements. In one Kelleher is dressed as Elvis Presley and the slo-gan says: "Work in a company where Elvis has been spotted".

Nordstrom, the department store chain, puts e strong emphasis on

systems have not enjoyed the same results and some have found that it has led to grievances. The secret seems to be not so much in what is done as how. As Pfeffer observes in his book, the workplace policies of these successful companies have proved difficult to imitate.

Another feature of the company policies he is examining is that many of them are not new Lincoln Electric's incentive management programme has its roots in e sys-tem of elected employee representatives to an edvisory board first established in 1914. It also pays well. Some of its most skilled hourly-paid production workers are drawing \$100,000 a year.

Many of the companies, including Lincoln Electric, Nordstrom and Wal-Mart, have promotion from within. Many also ruo their operations with few part-time employees, preferring more commit-ted full-time workers.

Some companies which have embraced union involvement, he writes, have found that union hostility was far less pronounced than

supported by Pleffer is "wage com-pression", meaning that team leaders earn little more than other team

His argument for greater wage compression - creating less of a disparity between the pay of the highest and lowest paid employees -would seem to have lessons in the dehate over increasing pay levels for some of the UK's top company chiefs. In his book, Pfeffer argues that where there is no great dispar-ity between lower and bigher paid employees, pay is likely to be less emphasised in the reward system and the company culture in those circumstances, be writes, people are not constantly worrying about whether they are compensated appropriately and attempting to renegotiate their salaries.

Pfeffer quoted a recent survey where employers were asked to list the most important requirements for improving the business. Most placed advanced computer technology at the top of their list.

"When everyone has the same computer technology, where is the competitive advantage" We are looking for the technological fix," said Pfeffer, adding: "It's easy to talk about the competitive advan-tage of people, it's hard to do it."

Competitive Advantage Turough People is published by Harrard Business School Press, 824.95

Richard Donkin



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To discuss further, please contact Philip Rawlinson.

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the second of the first of the production of the second of



might have been expected. When the joint venture between Toyota

and General Motors occupied the

Fremont plant formerly run by GM.

most of its recruits were from the United Auto Workers union, includ-

ing the union hierarchy that had

dominated in the old GM factory.

Recruitment was carried out jointly

by management and union officials.

The selection process included an

arbitration procedure to handle dis-

putes over selection. Employees went through a three-

day selection and assessment proce-

dure. All had a four-day orientation

programme explaining team work-

ing, the production system, quality

system, attendance rules, safety polices and labour relations, and joh

the contract.

curity was formally written into

All those in production were the

same blue smock and management

cafeterias and reserved parking dis-

appeared. Many job classifications

were also removed. Instead of

inspectors, for example, inspection

became everyone's job. The result was that absenteeism fell dramatic-

Another feature, highlighted and

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# Career Opportunities in Emerging Markets Investment Banking.

### LOAN SYNDICATION

Head of Loan Syndication (Ref. LS001)

Responsible for building and managing a Loan Syndication unit, capturing transaction flows within Central and Eastern Europe, working closely with the Origination teams and helping them to

Candidates should have at least 7 years relevant experience together with detailed knowledge of transaction flows within Central and Eastern Europe, together with an extensive network of contacts with other syndication desks and the investment community. Critically, they should demonstrate a strong structuring ability and be able to offer value beyond simple relationship business.

Senior Associate: Loan Syndication (Ref. LS002)

Responsibilities, depending on seniority, will include the development of new syndication relationships, pricing input, transactional execution, monitoring and documentation.

Candidates should have 2-4 years relevant experience. Linguistic skills would prove advantageous.

### ORIGINATION

Head of Equity Origination (Ref. OR001)

Responsible for sourcing and marketing to potential issuers of equity products, utilising the extensive branch network of ING Bank in target countries while dealing with all aspects of a transaction in countries where ING Bank has limited representation. Requires the ability to develop and implement a business plan and manage and develop professional staff.

Candidates should bave at least 7 years relevant experience and the ability to identify potential issuers, bidding for and winning mandates within particular geographical and regulatory environments. They should possess strong managerial skills and be able to structure transactions from inception to closing.

Head of Transaction: Support (Ref. TR001)

Responsible for efficient administrative and transaction support within documentation, deal confirmation and regulatory and settlement procedures for all Origination teams, including fixed income, equity, structured finance, securitisation and loan syndication.

Candidates should have a minimum of 5 years relevant experience with well developed credit skills and possess a detailed knowledge of system, monitoring and accounting procedures. They should be able to effectively supervise and train junior staff in the group.

Senior Associate: Transaction Support (Ref. TR002)

Responsible on a day-to-day basis for execution, structuring and support of specific capital markets transactions, most notably involving equity products.

Candidates should have at least 2 years relevant experience with well developed credit skills, be able to participate in due diligence assessments, work with spreadsheets and be conversant with corporate valuation techniques.

New Business Officer (Ref. NB001)

Responsible for one or more target countries for originating. structuring and closing of Capital Markets transactions.

Candidates should have at least 5 years relevant experience and have an impressive track record in the origination and execution of equity issues.

### SUPPORT

Manager: Mid Office (Ref. MM001)

Responsible for managing various product support groups and for developing an efficient and effective management resource.

Candidates should have a minimum of 7 years relevant experience including three years managerial experience, excellent organisational skills, knowledge of Investment Banking products and the maturity to operate in a busy, focused and highly proactive environment.

### Custody Network Manager (Ref. CU001)

Responsible for the establishment and maintenance of a global emerging markets custody network.

Candidates should have at least 7 years relevant experience. possess strong technical and administrative skills, have a good understanding of system requirements and demonstrate an ability to market custodial services to clients.

### Human Resources (Ref. HR001)

Responsible for either general human resources functions or a specialist role (compensation and benefits, training and development, expatriate management, recruitment).

Candidates should have at least 4-6 years human resource experience, possess strong technical skills, be a true partner for line management and be able to help build a human resource

# **FURTHER INFORMATION**

All applicants should have a university degree and investment banking experience. In addition they should have knowledge of the financial markets of Central and Eastern Europe. Linguistic skills are a definite advantage. We seek entrepreneurial, pro-active, flexible and highly motivated team players.

To join our successful team, please call or write to our consultants, Emerging Markets Search and Selection la Division of Global Markets Recruitment Ltd.1, 2/9 Masons Avenue, London EC2V 5BT quoting reference numbers. Tel: 0171.600 4744 or fax: 0171.600 4717.

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Central and Eastern Europe, the Middle East (including India and Pakistan) and Africa. capitalising on ING Bank's ever expanding branch network in Emerging Markets. ING Capital is part of ING Group, the largest financial institution in the Netherlands. ING CAPITAL

# TOP OPPORTUNITIES

# Management Opportunities in mainland China

Our client, a German based manufacturer of high voltage equipment with subsidiaries in Australia. Brazil, Italy and the United States, is the number one worldwide in its market segment. As a result of the company's development plans in China (establishment of a joint venture) it is now seeking to recruit two new managers.

### Sales & Engineering Manager

Based in Mainland China, the job-holder will be tasked with sales and marketing of high voltage equipment, placement of proposals, development of the customer service department and order-related engineering. As part of the management team he/she will participate in the management of the local company. Candidates will be graduates with an electrotechnical background (eg. high voltage technology, energy distribution) combined with a proven track record of experience in emerging markets (preferably Asia).

For both positions a good command of English and a knowledge of Mandarin-Chinese are highly desirable, while German language skills would also be useful. The very attractive remuneration packages include highly competitive base salaries, executive

### Finance Manager

Based in Mainland China, the job-holder will be tasked with liaising with the Company headquarters, establishing internal reporting, budgeting, control and reporting processes, and overseeing credit control. He/she will be a key member of the management team. Ideally aged mid 30s, candidates will be graduates with a financial background combined with a proven track record of extensive experience in emerging markets

> Please write, enclosing a detailed CV in English or German, to Neumann Management Selection, D-81546 Munich. Germany Geiselgasteigstrasse 90. Tel: +49/89/6424280; Farc +49/89/6253177, quoting reference number 8028 (Finance Manager) or 8029 (Sales and Engineering Manager).

# **Express Freight Forwarding**

# General Manager, CIS

Our client, a respected multi-national company, is a global leader in the express distribution business. It now seeks a General Manager for its business in the Russian market, based in Moscow, where it has had a presence for a number of years.

The General Manager will be responsible for developing and managing the company's CIS express business, ensuring achievement of budgetary targets in terms of revenue, controllable contribution and service levels, at both regional and group levels. In addition to meeting short-term targets, he/she will drive the future development of the company to maximise long-term growth potential.

Probably aged mid 30s to late 40s, the ideal candidate will be a graduate with

a proven record of success at senior level in a service business. He/she must have first rate management skills, a strong financial awareness, drive and vision. Previous Russian experience and Russian language skills would be an advantage.

This is a high profile appointment offering an exciting opportunity to drive forward a growing business, with excellent long-term prospects within the group as a whole.

> Please send a full CV in confidence to: H. Neumann International 103045 Moscow Posledny pereulok 26 Fax: (007-095) 208-6747.

NEUMANN

# CALEDONIA MINING CORPORATION

Caledonia Mining Corporation is an international mining company with a strong asset base which reflects diversity in commodity types, geographic locations and project development. The Corporation has a substantial European presence which it is currently looking to increase. Outside of Europe, Caledonia has direct or indirect interests through affiliate companies in 2 operating gold mines in South Africa, a copper and zinc mine under construction in Zimbabwe, diamond exploration programmes in Canada, Finland, Botswana, Zimbabwe and Tanzania, copper/cobalt exploratioo in Zambia and gold exploratioo properties in Canada and Zimbabwe.

### MANAGING DIRECTOR OF EUROPEAN OPERATIONS

Caledonia currently has the following European interests:

- a 98% interest in the Filon Sur gold mine in southern Spain forecast to produce 25,000 ounces of gold and 170,000 ounces of silver in 1995 and which inteods doubling in production in 1996.
- an effective 65% interest in Reoaissance Stooe Masonry RT, a private company involved in marble, limestone and travertine quarrying and processing plants and in general construction and building restoration works in Hungary.
- a 100% interest in Fynegold Exploratioo, a British company which has extensive gold properties in the Central Scottish Highlands and which has planning permission for a gold mine and is forecast to produce at about 23,000 ounces of gold per

THIS KEY POSITION reports to the President and CEO of Caledonia and will be responsible for all exploration, mining, milling and allied operations of the above properties. As a Senior officer of the company and Fynegold, you will be instrumental in our

European corporate planning and policy and operational development. You will be responsible for achieving production targets in the operating areas, raising of finance, the planning of new projects and project extensions, and in seeking other business opportunities in Europe. The position will be based in Scotland and will involve extensive travel within Europe. You should be a hands-on professional

mining or process related engineer with a proven record in the mining industry with previous experience at the executive level. Experience in the corporate requirements of publicly traded companies would be an added advantage. The position offers an attractive executive remuceration package and the opportunity for advancement in an aggressive, expanding

mining company.

Resumés should be faxed to our Loodoo office oo 071 600 0255, marked for the attention of Chris Harvey, President.

# MANAGING DIRECTOR/ **CHIEF EXECUTIVE**

Required for a new Commercial Bank in Zambia. A first class experienced person is required to take charge and be responsible for handling all operations for both corporate and private accounts.

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Please reply with CV giving full details of career to: The Personnel Manager, Bayerische Landesbank Girozentrale, Bayaria House, 13/14 Appold Street, London EC2A 2AA.



# AUSTRALIAN EQUITIES MARKETING c£30,000

Our client, a leading International Investment bank well known and respected in the City, is looking for a person in Australian Equity Marketing.

Candidates must be business graduates with experience of marketing Australian products to European investors.

Duties will include advising investors on legal, regulatory and taxation issues affecting Australian investments, so at least 18 months experience with these issues is essential.

Candidates should apply in writing to Roger Manning.

Jonathan Wren & Co. Limited, Financial Recruitment Consultants No. 1 New Street, London EC2M 4TP Fax. 0171-626 5257

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### BANK OF ENGLAND

TRADED MARKETS TEAM



The Traded Markets Team, part of Banking Supervision at the Bank of England, is seeking an individual with at least 1-2 years practical risk management experience.

This team has responsibility for reviewing the derivatives' activities of banks and the creation of policy on the capital required to support derivative positions. The team will be visiting most major banks in Londoo to examine and understand how they model, manage and control the risks in

The jobholder will oeed to make judgements about a bank's competence and expertise in monitoring the risks associated with derivatives. A clear understanding of the markets in which the banks operate and the ability m assess the quality of the risk control environment will be needed. The individual will be expected to learn about a variety of risk measurement models and to keep abreast of developments.

Suitable individuals are expected to have an excellent mathematical background, and wide knowledge and keen interest in financial markets to support their risk management expertise. A knowledge of the Capital Adequacy Directive and an understanding of supervisory requirements would be

The position is for a three year contract. CVs should be sent by 28 February to Julian Bishop, Personnel Division, Bank of England, Threadneedle Street, London, EC2R 8AH

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lenced salespeople with proven track record to cove

For further details please call on 0171-377 6488 or send/fax your CV to us. All applications are treated in the strictest confidence. For enquiries outside business hours call 0181-245 0160.

**CAMBRIDGE APPOINTMENTS** 232 Shoreditch High Street, London E1 6PJ. Fax no. 0171-377 0887

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Executive

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# Executive – Corporate Finance French Team

### London

As one of the UK's leading merchant banks, we provide corporate finance advice to a range of established clients across many sectors, in the UK and internationally, and are oow seeking an experienced executive to join our French team.

From a London base, working closely with our Paris

office, the position involves both developing new advisory business and providing support in executing a range of transactions in France and in the UK.

As a graduate, ideally with an MBA qualification, you will have two to three years\* experience of corporate finance transactions with French companies, including quoted companies, gained within an Anglo-Saxon investment/merchant bank.

### Competitive salary + benefits

You will also have some exposure to cross border transactions and strong technical, analytical and financial modelling skills. With French as your mother tongue, you will be bilingual in French/English and a persuasive communicator, capable of working constructively with a range of sector and transaction specialists. You will be able to demonstrate significant achievements in your academic and professional career to date.

To apply, please write, enclosing a CV and details of your current remuneration package, to:
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# **International Investment Marketing Manager**

# Excellent Salary + Benefits

We are acting for one of the leading International Investment and Insurance groups who are seeking to appoint a high calibre marketing manager.

On behalf of this very successful group we are seeking an individual to work closely with the Marketing Director on implementing strategy for marketing activities, liaising with the International Sales team and developing and maintaining external relationships.

The preferred candidate will have a sound knowledge of macro-economic issues and sales and marketing strategies. Good presentation skills coupled with the ability to produce accurate reports are essential. Ideally he/she will have a background in international asset management, a thorough understanding of international securities and possess an additional language skill. This challenging and demanding role presents a unique opportunity for an individual who is late 20's to mid 30's and wishing to develop their career within asset management.

For a confidential discussion please contact Patrick Morrissey. Tel: 071-236 2400. Fax: 071-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House. 64 Queen Street, London ECAR IAD.

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The mining team operates globally, drawing upon the expertise of corporate finance, research and investment professionals located in Europe, North America, Africa and Australasia,

### The role

### Located in London.

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To undertake in-depth financial modelling and analysis with respect to specific mining projects worldwide and to make recommendations accordingly.

To assist with a continuing marketing campaign worldwide through the provision of accurate and timely information.

### The candidate

Aged ideally 26 - 32.

### Mining graduate.

At least 3 years mining experience.

Highly numerate with experience in project evaluation and/or research.

If you possess the above skills and personal profile you will benefit from an excellent remuneration package and from an opportunity to develop your career both internationally and in a variety of business areas.

Please apply with full curriculum vitae details to Christopher Fry at:
KW Selection, 140 Park Lane, London W1Y 3AA (071 355 1521 fax). Quoting Reference: CI/GS/09/95



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# **Standard & Poor's Ratings Group**

# **European Financial Institutions**

Associate Director

### Attractive salary

at least one European banking system. This experience may

have been gained in a samety of environments including a

regulatory body or in consultancy. Given the high profile of the role, an excellent command of the English Language, body

written and oral, and the ability to represent the firm in a professional manner are imperative. Fluency in an additional

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Interested candidates should contact Karina Pietsch on 0171 831 2000 or write to her enclosing a full curriculum

vitae at Michael Page City, Page House, 39-41 Parker

basic salary, will be offered to the successful candidate, which

Street, London WC2B 5LH. Fax 0171 405 9649.

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Our chem, Standard & Poor's, is one of the world's leading credit rating agency, providing financial analytis to the international capital markets. The European Financial Institutions Team is expanding due to growth in demand for Standard & Poor's services and this has created a serior level opportunity for a high calibre individual.

The position involves in-depth financial analysis and strategic research of banks and financial institutions in the UK and on the Comment, including the emerging markets of Eastern Europe. Responsibilities include meeting with semior management of banks and presenting the analysis internally for rating purposes and for external publication. The position is based in London but will involve considerable travel.

The successful candidate will be a graduate and have a strong background in the analysis of European banks and financial institutions and an in-depth knowledge of

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# ECONOMIC STRATEGIST SOUTH EAST ASIAN EQUITY MARKETS

### Far East based

£ Highly Competitive

Our client is a dynamic and rapidly expanding securities company with a significant presence in London and the Far East, specialising in the South East Asian equity markets. We have been retained to identify a Strategist who will fulfil a key role in formulating and promoting information on the South East Asian Equity Markets.

- The Role:

   Formulate investment and marketing strategies in line with
- the company's overall plans.
   Devise, communicate and implement asset allocation
- policies.
   Collate, evaluate and analyse regional economic data and
- Collate, evaluate and analyse regional ecunomic data and provide regular marketing information.
- Maintain relationships with financial institutions to sustain the company's profile.

### The Candidate:

- Graduate/MBA and possibly a professional qualification.
- Will be able to demonstrate a thorough understanding of global macro-economics.
- Must possess a deep knowledge of the international equity markets gained within a reputable financial institution.
- Highly motivated, with the ability to communicate effectively at the highest level in a multi-cultural

This is a challenging and rare opportunity to contribute at the highest level to the expansion plans of this dynamic and innovative group.

The remuneration package, which will include standard allowances, will reflect the importance of this key appointment.

Please send a full curriculum vitae in the first instance to Avril Hammill, Senior Consultant or telephone for an initial discussion.

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THE BANK OF BERMUDA (LUNEMBOURG) S.A. Founded in 1889, the Bank of Bermuda is globally represented with offices in 15 locations and currently has client assets under administration in excess of \$40billion. The Luxembourg office, which was established in 1988, provides a full range of custody and fund administrative support services to a client base consisting of offshore Funds and private clients valued at \$3billion. As a result of its continuous growth, opportunities have arisen for two key individuals to complement the management team.

HEAD OF GLOBAL CUSTODY You will have day to day responsibility for

You will have day to day responsibility for a diverse portfolio, covering both institutional and private clients from major financial centres. You will manage the settlements, income processing, corporate actions and client administration areas with the responsibility for 30 staff. Additionally, you will assist in the provision of an effective, professional service to clients. This demanding role will suit a proactive individual with at least ten years experience of Global Custody. A professional accounting qualification is desired but not essential.

CLIENT RELATIONSHIP MANAGER

Based within the Corporate Trust Department, this role embraces the management of client relationships. Close liaison both internally and externally is required in order to understand client requirements and to ensure the Bank provides its clients with the standard of service they require. You will also be involved in developing new business on behalf of the Bank and cross selling its current range of products. This crucial role will suit a proactive, commercially orientated individual with excellent presentation skills, a meticulous approach and with a commitment to client service. Five years experience of fund administration is a prerequisite for this position.

These roles represent challenging opportunities and prospects globally remain excellent. To discuss these, please contact Jonathan Astbury or Tony Marshall on 071-629 4463 (evenings and weekends

071-702 9672) or write quoting Ref. JA 7120 to Harrison Willis, Cardinal House, 39/40 Albernarie Street. London W1X 4ND. Preliminary Interviews will be conducted in Luxembourg and London.



# EMERGING MARKETS



# SEARCH & SELECTION

### **EQUITY ANALYST/EMERGING MARKETS ECONOMIST**

Our client, a well-respected European investment bank, is seeking to make two appointments - an equity analyst and an emerging markets economist. The focus of analysis will be the emerging markets of Central and Eastern Europe, Africa and the Middle East, candidates should have detailed knowledge and experience of at least one of these regions. Candidates for both positions should be technically strong and possess excellent presentational skills, both oral and written.

Involving the production of research for both external and internal use, eniphasis will be placed on candidate's ability to extract and interpret primary data from regional sources and to work to tight deadlines. Both positions will entail travel to the regions and contact with investors in Europe and the US.

Competitive remuneration packages will be offered to the successful candidates. To discuss further, in strictest confidence, please contact:

David Williams
Emerging Markets Search and Selection
2/9 Masons Avenue London EC2V 5BT
A Division of Global Markets Recruitment Ltd
Tel 0171 600 4744 Fax 0171 600 4717

# CREDIT ANALYST

### £25-30,000 + Bonus + Benefits

The Company: Prestigious international investment firm. An entrepreneurial culture and a business attitude that combines the best attributes of a partnership with a top-flight global corporation.

The Position: Providing credit analysis expertise to an existing learn of investment decision-makers, on both an ad-hoc and a strategic basis. Producing written research, establishing and monitoring counter-party arrangements.

The Requirement: 2 years of credit analysis experience, coupled with 2 good degree

# Central London

in a numerate subject. Experience in private banking, or corporate credit, or trading-oriented research, is appropriate. An understanding of credit products and the marketing thereof will be particularly advantageous.

For further information, please contact the Investment Research Division at McGregor Boyall Associates, quoting reference CAFT52, on 0171-247 7444. Alternatively send your CV to us at 114 Middlesex Street, London E1 7JH, or fax it on 0171-247 7475.

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# INTERNATIONAL INVESTMENT BANK SENIOR ANALYST

LONDON

Our client is a major British player in the international banking arena. It offers structured finance and innovative investment products, including high-yield funds, to its ever increasing institutional and private client base. It enjoys a leading position in loan finance activities such as commercial property lending, aircraft leasing and public sector finance whilst focusing on the application of advanced risk analysis techniques to asset management, property investment and loan portfolio management.

As a result of continued growth, an opportunity has arisen for a highly motivated commercial

professional within the Risk and Credit analysis team.

This high profile but "hands on" multi-disciplinary group is responsible for the Risk Management and Profitability Measurement of both commercial and investment transactions.

Hence the chosen candidate will need:

- A high level of initiative and commercial acumen
- Strong communication and presentation skills
- A recognised technical/analytical qualification (ic. ACA, ACTB)

 More than one year's Risk Analysis-Credit Analysis experience

The ability and ambition to be part of a key decision

If you feel you have the qualities to succeed in this highly meritocratic organisation, please call Rachel Hannon on 0171 379 3333 (for 0171 915 8714) or write to her, enclosing a detailed CV, at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP.

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We offer a position with good career prospects for a

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Reporting to the Head of Corporate Planning and Budgeting,

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Human Resources, European Bank for Reconstruction and

Development, One Exchange Square, London EC2A 2EH.

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FT0295 to: Mr.Ernst Mahel, Principal Manager,

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# FINANCIAL ANALYST

into the 21st Century has required significant investment at NYNEX. The infrastructure is now in place to provide the very latest telecommunications and cable TV services to households and businesses all over the UK. To help us keep pace with our success, we've created a new post - Financial Analyst.

You will Interface with senior management across the organisation using your broad - ranging commercial knowledge to analyse information from key areas of our business. You will need well developed analysis and report writing skills coupled with an extensive knowledge of financial performance Indicators to meet the demands and expectations of the role.

An MBA qualified, highly motivated facilitator, you will possess the vision and adaptability to quickly establish yourself as a key influence within the Department. Now you'll be keen to invest your expertise and professional presence into a major corporation where the parameters of your involvement and the scope of your professional profile

Your contribution will be reflected in terms of a salary of c.£40K plus a range of attractive benefits.

Initially, please send your CV with a covering letter to Pamela Gordon, Human Resources, NYNEX CableComms Limited, Wimbledon Bridge House, 1 Hartfield Road, Wanbledon SW19 3RU. Tel: 081 - 545 8098.

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A very successful track record in managing European equities has been established, which has led to a strong

# We now wish to recruit an assistant European Portfolio

Manager. The successful candidate will be highly numerate & will have a good academic record. Some experience of equity markets is essential although this may not necessarily have been gained in an investment management role.

Each member of the team is self-motivated, energetic and committed to standards of Investment excellence. We are offering a competitive remuneration package.



To apply for the position, please write, enclosing a full CV to: Talal Shakerchi, Old Mutual Portfolio Managers Limited 2 Bartley Way, Hook, Basingstoke, Hampshire, RG27 9XA, England.

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DIRECTOR PROGRAM MANAGEMENT [Kazakhatz

Experienced sales person with a successful, progressive track record to cultivate target markets for international communications services. Candidate must have strong presentation and writing stills, demonstrated ability to identify decision makers, define customer requirements and close the deal. Minimum 5 years sales experience in the telecom industry a must.

If you are applying from London/Europe, please fax : comprehensive CV to the Human Resources Departmen at BelCorn's NY office 1-212-755-0864, interviews will be held during late-February.

### RCG/HAGLER BAILLY, INC.

International Management Consultants RCG/Hagler Bally, Inc. requires professionals at all levels for carears as international management consultants. Our developing electricity legislation, establishing electricity legislation, establishing electricity legislation, establishing electricity regulatory agencies, corporatizing nawly formed electric utility companies, providing management and organizational advice to energy companies, and introducing private investment in the power sector.

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For our contract with USAID to assist energy sector reform in the former Soviet Union, we now require a resident advisor in the former Soviet Union, we now require a resident advisor in Almsty, Kazakhstari for 12-24 months. This expert will advise senior government and utility officials on power sector restructuring and regulatory reform, and will manage teams of consultants in Kazakhstan. Position requires a self-starter, highly motivated, U.S. citizen with senior management-related electric utility experience. Prater experience as a senior consultant, senior financial manager of an electric utility, or senior member of an electric regulatory agency. Economics or engineering degree with MBA prateried. Require strong technical writing and other communication skills. Relevant international experience and Russian language skills highly desirable.

For either of the above, forward resume in confidence to David Keith, Vice President, RCG/Hagler Ballly, 1530 Wilson BMd, Arlington VA 22209 Fax 1-703-351-0342, by 15 March 1995 EOE/H/V

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if you are applying from the CIS, please fax a comprehensive Cv to the Human Resources Department at BelCom's Moscow office at 7-095-929-98-58.

### Lazard Investors

# **Private Clients** Senior/Assistant Portfolio Managers

Lazard Investors, the fund management division of Lazard Brothers, currently manages assets of around  $\pounds 4.5$  billioo on behalf of a wide range of international

The success of our private client team, which is responsible for 20% of the assets under management, has led to the creation of opportunities for two new members of the tearn, one a senior portfolio manager, the other, an assistant portfolio manager. Applicants should be graduates and/or professionally qualified and fluent in a second language. The senior portfolio manager, who will be responsible for a number of clients' international investment portfolios and for marketing to potential oew clients, should have at least five years previous experience of private client portfolio management.

The assistant portfolio manager, who will report to one of our private client portfolio directors, should have had one or two years previous financial services experience, preferably gained within securities markets.

Interested candidates who meet our criteria should send their curriculum vitae. including present remuneration details and cootact telephone numbers, oo later than Friday, 24 February to:

Sarah Barber Personnel Department Lazard Brothers & Co., Limited

### **ACCOUNTANCY APPOINTMMENTS**



# General Electric GE point Europe Lighter Manager, European Compensation & Benefits

Excellent Remandration Package

GE Capital Services (GECS), the financial subsidiary of General Electric USA is one of the largest and most profitable diversified financial services companies in the world with revenues of \$1.8 billion. Currently thirteen businesses in Europe provide financing, leasing and loan servicing for capital equipment, consumer services and speciality insurance. GECS is a high growth oriented business employing 5000 people throughout Europe.

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General Electric USA is not affiliated with the English company of a similar name.

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environment is an advantage.

■ Strong analytical abilities with more than one European

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designed to meet business objectives.

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strategy by providing a framework to evaluate opportunities and advise on implementation in the

operating companies. Drive further cost reduction

Identifying and assessing acquisition opportunities

throughout Europe, liaising with operational

management in the US and functional specialists in-

To £75,000 + bonus

Selector Europe Spencer Smart

FTSE 100 Division

**European Finance Director** 

Key role at the heart of one of the UK's most successful and acquisitive businesses, advising the CEO of a

£250 million turnover division with operations throughout the UK and the Continent on realising revenue generating opportunities whilst maintaining renowned controlled disciplines. First-class prospects to progress in either Group finance or the line, both in the UK and internationally.

House coply with full datalle to: Educate Surope, Ref. 140770251 16 Commands Phone, Lemina W2 2007

■ Ambitious graduate Accountant, aged 35+, with

■ Team player with superior interpersonal and leadership skills, honed in a complex, matrix managed business. Able to present to a demanding

■ Reliable business adviser, capable of generating

business solutions and ensuring consistency in

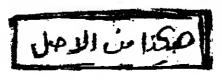
audience, both internal and external.

language advantageous.

first-class costing and financial control skills

gained in an international manufacturing or

engineering - environment. Second European



SPORATE FO disha Investm

- Printing

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BUSINESS

# Group Treasurer

Anability large of a nice effectively at board in circ. I. . . . . . drive and the business acumen

w business opportunities

### Central London

### Salary: c.£75,000 plus benefits

 Our client is an international oil company providing the petroleum industry with a wide range of services covering financial, personnel and office administration and full technical and engineering activities. To meet the increasingly sophisticated support demands made on it, the company is inviting applications for the post of Group Treasurer to augment its existing financial department.

The successful candidate will work alongside the Company's Financial Controller and will be responsible for formulating and executing treasury policies with particular reference to funding, cash calls and investment management.

 In addition to the normal treasury activities, the Treasurer will research and recommend the structure, the application and sources for the funding of new projects and will closely monitor the performance of existing investments.

The successful candidate is likely to have had at least 15 years experience in financial

management, including treasury work, some of it preferably gained in a multinational oil company environment. Maturity of attitude and an ability to work effectively in a multinational and multicultural environment are essential as well as management skills. A good working relationship with the City's financial and banking community would be highly desirable.

■ Candidates are expected to be Chartered Accountants or members of the Association of Corporate Treasurers. The job is based in London but will entail some travelling abroad.

- Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Suzama Karoly, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London ECAA 1NH, quoting reference SK555.

**II ERNST & YOUNG** 



# Group Finance Director

Health care products

to £70,000 + car + substantial bonus share options

Surrey

City

£ Highly

Age 26-32

To £75,000 + Benefits

Probably aged late 30's - 40's, applicants must

be intelligent, qualified accountants with

experience gained in people oriented, business

to business service companies. A proven

command of management accounting is needed

together with computer literacy and excellent

planning experience. Applicants must also

possess good communication skills, an

inquisitive, pragmatic approach and a mature,

Interested applicants should send a

comprehensive c.v. including current salary and

daytime telephone number to Phillip Price

ACA, quoting reference 3447 at Touche Ross

MANAGEMENT CONSULTANTS

Selection & Search, Stonecutter

Court, 1 Stonecutter Street,

commercial outlook.

London EC4A 4TR.

Competitive

Our client is the market leader in a specialised sector of the health care market. The Group is focussed on manufacturing and direct selling of high quality products and is led by colightened management with genuine entrepreneurial flair. As a result remarkable growth has been management with genuine entrepreneurial flair. As a result remarkanile growth has been sustained in both revenoe and profits. Correct Group turnover is approaching £25m and there is considerable scope for further substantial expansion, both organically and through acquisition. The Group recognises the oced at this stage to supplement their Board with a Finance Director of exceptional talent and entrepreneurial ability, to provide guidance in the areas of husiness and financial strategy and to prepare the Group for potential flotation.

### THE POSITION

 Contribute substantially to the overall direction and strategic development of the Group.

 Provide functional control for all aspects of financial management and accounting, including related management information systems.

 Ensure the highest quality financial public relations are maintained particularly with city institutions and provide astute leadership as the Group prepares for flotation.

 Provide management skills and expertise in the areas of acquisitions, disposals, new products. new markets, overseas expansion, investment management and treasury.

Interested candidates should write enclosing a full CV and current salary details, quoting ref. 256 to: PRP Executive Selection.

Thornton House, Thornton Road. London SW19 4NG.

THE REQUIREMENTS

 A qualified accountant, aged 32-42, with a minimum of ten years io a senior financial management position, ideally you will have been a Board member of a dynamic company.

institutions on corporate finance assues, preferably in respect of a corporate flotation. A broad-based business understanding and a strong commercial acumen combined with real

Experience of direct interaction with city

 An enthusiastic team player, with an assured and mature professional sayle, strong communication skills and the ability to build effective relationship. both internally and externally

PARTNERSHIP

**Global Investment Banking Group** 

# CORPORATE FINANCE MANAGER

Our client is a global investment banking group Candidates will be ACA and/or MBA

with a high-profile reputation in cross border qualified with at least two years experience ained in either a leading investment bank or high must corporate finance boutique. Increasing volume of work has

financier to take up a pro-Responsible for transaction structu

the need to recruit an

management, the role will also a business development across a

Interested individuals should telephone Norrie Sinclair on 0171 405 4161 (Fax: 0171 430 1140) or evenings on 0171 736 5165. Alternatively write to him at FMS, Recruitment Consultants, 5 Bream's Buildings, Chancery Lane, London EC4A 1DY, enclosing a full Curriculum Vitae and a note of current package.

- A MEMBER OF THE PSD GROUP-

London

Our client is a successful group which

specialises in high growth areas within the

publishing sector. Currently medium sized, it is

listed, has an entrepreneurial, fast moving

culture and is essentially a people oriented

business. The demand for the highest quality of

financial management and reporting has led to

Responsible to the Managing Director, key

challenges include the development of a well

organised and efficient finance department,

effective real-time management accounting

information, participation in commercial

decision making, strategic planning and the

cultivation of excellent shareholder and other

the need to recruit a Finance Director.

European **Taxation** Manager

# **Bristol**

c£40 - 45,000

Part of a £3 billion turnover group, my client is a large multi-national with sales of £1300 million and sixty manufacturing sites across two continents. A sector market leader with a strong presence in the UK, they enjoy a reputation for technical excellence and a commitment to continuing

# The Role

■ Reports to the Corporate Director of Taxation based in Switzerland.

Responsible for the efficient management of the company's European tax affairs, including planning and compliance work, as well as special tax-related projects. Particular emphasis on UK matters.

■ Part of the European management team and actively involved in the company's financial decision process.

Ideally at least five years experience of international tax planning gained in a commercial environment,

Must possess a sound knowledge of UK taxation, preferably with some exposure to VAT planning.

Pro-active, commercially minded, equally effective with Board level at Head Office and Business Unit Managers in

Please submit in confidence a comprehensive c.v. quoting Reference 157/FT to: Keith Townrow & Partners, Aztec Centre, Aztec West,

Bristoi BS12 4TD. Tel: 01454 614373.

KEITH TOWNROW

# **International Tax**

# European Project Manager

c.£35k + benefits and relocation

Price Waterhouse is a leader in advising employers on international assignments. Our unique approach provides major cost savings to corporate clients, by combining our skills in international tax, social security planning, expatriate policy construction & review and the use of advanced expatriate tax software.

The success and continued growth of our business has created tha need for a high calibre manager to join our European Expatriate Technology Group based in Southampton. The work is varied, technically challenging and will involve the day-to-day management of a number of special project studies and reviews for a wide range of blue-chip clients. The role will Involve aupervision of junior staff, review of expatriate tax software calculations, analysis of tax & social security planning techniques, and production of final reports.

As our clients are located in a number of countries, this role will call for travel within Europe.

You will have a background in international corporate or expatriate tax, excellent project and people management skills. a high level of computer literacy, and as you will be expected to help us develop our market, presentation skills are important.

We offer an excellent pay and benefits package, including Profit Related Pay, a car and relocation to the attractive

Prospects in this role are outstanding - there is great potential for further growth in this business area, and therefore significant opportunities to advance within the specialism.

If you are interested in this exciting eppointment, please contact Ailsa McClung: Price Waterhouse, London SE1 9QL

£40-45,000 + Benefits

significant involvement in ad-hoc projects systems,

enhancements and other resource management issues.

Clearly this is a demanding opportunity, therefore the

successful candidate must be able to demonstrate a strong

record of achievement in their career to date. As a Big 6

trained ACA, you will have 3-5 years post qualification

environment. A self-starter with the shility to interact

with senior management on a cross functional basis, you

management techniques and tinancial modelling. Most

importantly, you must display the talent, creativity and

Interested applicants should forward their curriculum virae

to Nigel Milford, Michael Page Finance,

Page House, 39-4! Parker Street. London

WC2B 5LH. Please quote reference 220245.

toughness to progress within a truly unique business.

experience galned within a fast moving compenitive

will have a thorough understanding of financial

Price Waterhouse



Price Waterhouse is aethorised by the institute of Chartered Accountants in England and Wales to carry on investment easiness 

# **BUSINESS FINANCE MANAGER**

### DYNAMIC CUSTOMER SERVICE GROUP

### WEST OF LONDON

20.51

Touche

c.\$40,000 + SIGNIFICANT BONUS POTENTIAL + BENEFITS

 The Group is market leader, providing high quality personal services to corporate and private customers in an increasingly compeniate sector. Turnover is in excess of £1 billion.

external relationships.

 Wide reaching change programmes are underway, which are having a clearly visible effect on business efficiency and customer responsiveness. In line with this, the structure has been organised into strategic business units.

 The Finance Manager will be a key member of the management team in one of the major SBU's reporting in at Director level. Central to the role will be the interpretation of management information produced by the Chief Accountant's ream at the centre, and

provision of financial input to business decisions.

 A commercially minded qualified accountant, aged early 30's, with a background in a fast moving, customer focused business. Experience of the financial services sector would be particularly attractive.

 A natural team builder, the successful candidate will be comfortable as part of a demanding sales and service environment, resilient by nature and capable of handling a heavy workload. Self-motivation, energy and drive will be important personal qualities.

 The remuneration package will include significant bonus potential and the position offers excellent scope for career progression within the Group.

apply in writing quoting refere with full cureer and salary details to: Nigel Bates Whitehead Selection Limited ck Street, London WLM 7HE



# Finance Director Designate

# International media

### London

Our client is a worldwide market leader operating in the exciring and rapidly developing media and entertainments industry. In order to exploit the unparalleled opportunities within the exciting International Television marketplace a high calibre Finance Director Designate with vision, drive and enthusiasm is sought to join the Headquarters team

Reporting directly to the General Manager and the Vice President Finance, you will assume full responsibility for financial management and strategic development in a highly entrepreneurial environment.

This will encompass monthly analysis and reporting of business unit operating performance, capital budgeting, programme acquisition, cost control together with annual and 5 year planning. The developmental nature of the role will require

Michael Page Finance

Specialists in Financial Recomment of Windsor St Albans Lentherhead Birn

London

# **Financial Controller**

High Technology Engineering

South East England

The company, a world leader in its field, has a turnover of £200m per annum and is growing very rapidly. There are manufacturing facilities in Europe, USA and Japan with products sold to over 60 countries throughout the world. It forms part of a successful Footsie 100 Group which operates in a small number of strategic industry sectors.

Reporting to the Group Finance Director and based at the Group's Headquarters, you will have overall responsibility for the UK, where the main mamufacturing and product development facilities are based, and head office accounting functions including the preparation of monthly financial reports, the budgeting and planning processes and continuing with the process of best operating practice/business process re-engine ering. You will

to £55,000 + bonus + car

manage a department of 18 and some international travel will be necessary.

Candidates for this challenging position should be between 28 and 35, educated to degree level and qualified accountants (ACA or ACMA). They should have relevant senior finance experience within an operating subsidiary

of an international engineering based group. Experience of staff management and sophisticated computer based Success in this role should result in promotion within

the Group either in the UK or overseas.

Please reply in confidence quoting reference: 2453 to Management Appointments Limited, Finland House, 56 Haymarket, London SW1Y 4RN. Telephone: 0171 930 6314. Fax: 0171 930 9539.

# Corporate Treasury

# Consultancy Opportunity

Excellent salary and benefits

- Our Financial Markets Division is looking for a successful Treasury professional to join the rapidly growing Corporate Treasury consulting practice.
- The position offers a diverse range of treasury related business challenges. It is a project-driven role within a small team of highly skilled professionals. You will have board level exposure to clients from many different sectors and be expected to manage and deliver strategic, operational consulting and risk management assignments within the corporate sector.

 You will be ACT qualified and have a minimum of five years' experience of Corporate Treasury management. Previous consultancy experience is not required but you must be very able in the evaluation of problems, the development of solutions and the communication of conclusions to senior executives. The successful candidate will be highly motivated with strong interpersonal skills and a keen intellect.

Interested applicants should send a full CV, stating salary and quoting ref P0587, to our advising consultants, NBS, 54 Jermyn Street, London, SW1Y 6LX.



ARTHUR ANDERSEN & CO. SC

### adidas

### Vice-President, Internal Audit adidas AG Germany

adidas is one of the world's foremost distributors of sports clothing and footwear. As part of our ongoing commitment to highly efficient finencial controls, we ere seeking to eppoint e high-celibre individual to leed the organisation and development of an internal audit team.

Reporting to the Chief Financial Officer, you will manage a qualified staff of three to four internel euditors cherged with conducting periodic finencial end operational audits of adidas companies end licencees eround the world. A key objective of the dapartment will be to identify and develop areas where productivity improvements may be achieved, and the team will be viewed as a training ground for future financial managars.

Candidates will require e minimum of five years' practical experience within e public accounting and internal audit environment, including staff development and deployment. You must also possess a strong knowledge of the United States and/or international accounting standards, plus a willingness to undertake extensiva intarnational travel. Highly developed English language skills are vital, whilst soma knowladge of Garman would be an advantaga, but is not essentiel.

As you would expect, the remuneration package is excellent, end includes e generous range of benefits. For the right candidate, we will also offer comprehensive

Please write, enclosing full CV, to adidas AG, c/o Human Resources Department, P.O. Box 1120, D91072 Herzogenaurach, Germeny.

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# To c. £65,000 package

International Professional

# Chief Accountant

One of the UK's most successful international partnerships with some 1,200 staff, of whom 570 are donals, and offices worldwide. Broad result to support the Finance Director and the Partnership by providing a reporting and control framework to facilitate continued growth. Outstanding opportunity to lead the development and implementation of systems-based financial controls and procedures including

THE QUALIFICATIONS

highest levels of integrity.

- Responsible to the Pinance Director for financial and management accounting and the provision of a range of services to the Partnership including sixmonthly budget procedures, ad-hoc projects and the evaluation of capital expenditure proposals.
- Working closely with other colleagues in the finance department, taking day-to-day responsibility for the treasury function and continuing development of accounting and management information systems for both London and overseas offices.
- Acting as primary contact with auditors and

Selector Europe

Professionally-qualified graduate with a minimum

of four years' PQE preferably gained in a blue-chip.

Strong technical and accounting skills. Extremely computer literate, with a track record of developing

and implementing new systems. First-class

A supple intellect with relationship-building skills strong enough to be credible and influential at Partnership level. Adaptable and pragmatic with

icator both orally and in writing.

Leeds 0532 307774 London 071 493 1238 anchester 061 499 1700

# **Finance Director**

# **RUSSIA**

# TO \$80,000



This telecommunications dient has enjoyed tremendous success in tackling the challenging Russian market. Just last month they won another major tract against intense competition. They have a fully operational trans-Russian infrastructure which puts them a significant distance ahead of many others in this



This joint venture is one of their most recent successes. You will need to enhance and further strengthen systems of internal control and financial reporting. Delivery of reliable management information is a prime responsibility of this director level position. A department of Russian and Western accounting staff will report directly to you. The role is seen as an integral part of the senior management team driving the

business forward.

You will need solid financial systems implementation experience and a track record of Business Management success. International experience in emerging markets would be very useful. Most important is the combination of commercial attitude, knowledge, innovation and desire to improve and build on current successes.

Please send a full resumé with a covering letter to the



address/fax below quoting reference FT2530 on all correspondence. Applications will be treated in the strictest

### ANTAL INTERNATIONAL Executive Recruitment

8 Alice Court • 116 Putney Bridge Road • London SW IS 2NQ Tel: +44 (0) 181 874 2744 • Fax: +44 (0) 181 871 2211 LONDON - BUDAPEST - WARSAW - MOSCOW

# APPOINTMENTS WANTED

# **SWITZERLAND**

# INTERNAL AUDIT MANAGER

Professional with many years varied multi-nationals experience with Swiss & EU passports, working German & French, desires a challenging senior audit or bank audit position. Ready to travel widely from his own Zurich base or can relocate.

Write to:

Box A5040, Financial Times, One Southwark Bridge, London SE1 9HL

# HEAD OF TAX

**BLUE CHIP BANK** 

£150,000 - £200,000 Package City Renowned as one of the leading financial institutions providing an extensive range of banking and financial services, both domestic and

Reporting directly to a main board director, a leading tax specialist is sought to head the Group's taxation department with responsibility for

tax and fiscal control over the whole of the Group.

Responsibilities will include:-

- formulating and developing the Group's taxation policy:
- exploiting tax planning opportunities both within Corporation and Value Added Taxes;

international, our Client's continuing marked success is built on long-term, mutually profitable relationships with its clients.

- overseeing compliance in all aspects of Group Tax;
- · ensuring the most tax effective advice is given on major transactions;
- · advising key business units on the most tax efficient methods of structuring and doing business.

Already a partner in a major City law or accounting practice, ideally aged between 37-50 with a background in banking/international taxadon, the successful candidate - lawyer or accountant - will have a corporate tax specialism with some expertise of VAT issues. Of crucial importance is a highly developed commercial awareness, a proactive and creative approach to tax issues and the ability to contribute at a

With opportunities for further career advancement within senior management, the comprehensive package will fully reflect the quality and stature of the Group and include a performance bonus, share option scheme, non-contributory pension, loans and executive car.

For further information in complete confidence, please contact Gareth Quarry or June Mesrié on 0171-405 6062 (0181-340 7078 evenings/weekends) or write to them at Quarry Dougsti Commerce & Industry Recruitment, 37-41 Bedford Raw, Lundon WCIR 4JH. Confidential fac 0171-831 6394. Initial discussions can be held on a no names basis.



UNITED KINGDOM . HONG KONG . NEW ZEALAND . AUSTRALIA .. USA

# MANAGEMENT TRAINEE

Long term development and growth in private limited company expanding in Central London. Individuals aged 23-35 seeking opportunities in financial markets. Potential to progress to senior management, with full profit participation.

CALL: STEWART CUNNINGHAM

071 240 8132

# WITH EUROPEAN LANGUAGES TO £40K + CAR + BENS

**MIDLANDS** 

Blue chip, multi-national seeks ambitious, bright and commercially aware ACA who has fluency in one or more European languages to join commercial project team.

Travel will be on a worldwide basis approx. 60%. Applicants should be aged c30, career prospects are excellent.

Please write to ... Nick Stephens, Nicholas Andrews, 126 Colmore Row, Birmingham B3 3AP, England. Fax: +44 121 236 5350

# Passed Finalists List C M A

The names given below are successful candidates in CIMA's Stage 4 (final) examination taken in November 1994. In the United Kingdom the pass rate was 40.69%. The pass rate for home and overseas students combined was 30.62%. The locations given are those of the exam centre where the candidates sat.

A BDUIL AZIZ London East: N ABDUIL RAHMAN, London North, AB ABDUALAH, Kuale Lumpur: PK ABELL, York, PJA ABETON, Basildon; SP ABEYESEKERE, Colombo; S ABI 'SINGHA, Colombo; A BRAHAM, Reading: AJ ABRAHAM, Residentern, ABRAHAM, Residentern, ABRAHAM, Residentern, ADRAM, Leede: MG ADDLEMAN, Bristol: RJ ADEN, Aberdeen, JWY ADLAM, Brighton (Hove); JH AGNEW, Leecester: AK AL SHAER, Dubat: LF ALDOUS, London North: KS ALDRED, Blackburn; EHA ALEXANDER, Lutton; IA ALEXANDER, Colombo: ST ALLAN, Glesgow; MA ALLEN, Johannesburg: PS ALLEN, Beltast: ALEXANDER, Colombo: ST ALLAN, Glesgow; MA ALLEN, Johannesburg: LC ALOZIE, London South: C AMBLER, Covertry: M AMSSAH, Birmengham; RM AMOS, Wednesbury: LC ALOZIE, London South: RL ANDERSON, Lutton; RL ANDERSON, Birmengham; JH ANDERSON, Lutton; RL ANDERSON, Birmengham; JH ANDERSON, Lutton; ANNERS, Manchester: MA ANNANDALE, Pretora; AT ANTHONY, Colombo: MCC ANTHONY, Berlang: M ANTHONY CROOS, Madras, B ANNAR, London East, AV APPLEYARD, Shelffeld; M ARASARATNAM, London Central: HJH ARBUTHHOTT, London Central: A RIFFIN, London East, SARIJMASALAM, Colombo: PR ASHDOWN, SHAMSTRONG, Manchester: S ARIJMASALAM, Colombo: TARNSTRONG, Manchester: S ARIJMASALAM, Colombo: TARNSTRONN, Winchester; S ARIJMASALAM, Colombo: TARNSTRONN, Winchester; JATKINSON, Livergroptor; WS ATHERDEN, Maidenthead; CL ATKINSON, Livergroptor; DM ATTRIDGE, Cork; CM AUSTIN, Winchester, MS AYER, Brighton (Hove); SS AYUB, Leicester;

1 | | | E

SJ BADGER, Exerer; KW BAILEY, Southempton;
LD BAIRD, Swindon; A BALABASKARAN, Colombo;
GW BALDWIN, Middlesbrough, TL BALDWIN, Sicke;
C BARKER, Manchester; L BARKER, Manchester;
ML BARNETT, Manchester; LD BARNETT, London
Central; LS BARRY, Croydon, NCM BARTON, Mandstone;
S BARTON, Carditi; AD BATES, Leeds; P BATTEN,
Southsmipton, MT BATTERSBY, Wigan; GC BAYLY, Cape
Town; M BEATTIE, London South; JC BEAUMONT,
Worthy Down; CM BEAVER, Preston; KM BECK, Brighton
Hove; KA BEESE, Bristo; MA BETTH, Croydon;
J BELCHER, Nottingham; SF BELL, Manchester,
JE BEMPOSE, Nottingham; TM BENNISON, Nemicastle;
TR BENT, London North, C BENTLEY, Swindon;
SA BERRY, Taunton; AM BETT, Northampton, GM BETTS,
Brighton (Hove), R BHAHIRATHAN, London North;
MMA BIEMANS, Johannesburg; SJ BRNES, Orphingen;
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SM BIRCHALL, Wogn; L BIRKETT, Wigan; LM BISCHOF,
London Central; CA BLACK, Maidenhead; K BLACK,
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Bellast, J. BLAIR, Manchester, KJ BLATCHER,
Maidenhead, DC BODEN, Derby; AJ BODENHAM,
Peterborough; HE BOLD, Sokie; HA BOLLARD, London
Nosth, A BOLTON, Nottingham; RI BOND, Preston;
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C BONNAR, London West; MSH BOOOHOO, London East;
D BOOTH, Chellenham; MJR BOOTH, London Central;
A BOTHWELL, London Central; ST BOULTON, Stoke;
B BOURNE, Dubir; N BOURNE, Madsteine; CG BOWA,
London East; PA BOWMAN, Wincham, DHF BRADPOPRO,
Bellast, DT BRADLEY, Orpingion; F BRADY, Athlone;
TA BRADY, Sloke; CM BRAZEF, Lutocster;
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N BRYCE, Swanses MR BRIGHT, Shoc; CJ BRISTOW,
Bristol, MV BRTTON, Landon North; SB BUCKERY,
BRINGHER, SWA BROWN, Windon; PO BROWN,
Ledester; PJ BROWN, Newtone; PJ BROWN,
POT OF Spake; HA BR

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LM COWLEY, Liverpoot; SR COWLEY, Wednesbury; JD COWLISHAW, Notingham; E COX, Exiter: SI COX, Oxford; MJ COY, Menchester; ALR CRACKNELL. Cambridge; JS CRAMPTON, Watchort; RC CRAWPORD. Richards Bay; JM CRAYFORD, Chalmstord; MA CREAN, Menchester; JM CRED, Nottingham; LB CREGAN, Menchester; JM CRED, Nottingham; LB CREGAN, Manchester; CP CROWLEY, Dublin; SI CROWLEY, Maldenhead; SM CROWLEY, Cologne; LD CRUMANY, Cardiff; MB CULLINAN, Dublin; SR CUI VER, London Central; RE CUMBERSATCH, Leede; NJ CUNLIFE, Kingston Upon Themes; AG CUNNINGHAM, Advione; NJ CUNNINGHAM, Opingson; JM CURD, Winchester; NJ CUNNINGHAM, Advione; MJ CURTY, Advione; JM CURTY, Coventry; EM CUTTER, Meidatone;

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8 EDRIWEERA WAJESURIYA, Celorabo; US EDRIWYERA,
Watford; AJ EDMONDSON, Menchester, CF EDWARDS,
Wrothstin; LI, EDWARDS, London Central;
MK EDWARDS, Notingham, P EDWARDS, Menchester;
AE EGAN, Bristo; PA EGAN, Menchester; PS EGODAGE,
Colorabo; KN EICHHORIN, Johannestory;
SDR EKANAYAKE, Colorabo; AC ERLUND, Cologne;
FJ BISTEEN, Protoite; KC ELDER, Durdee; RM ELGOTT,
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GM ELLS, Southempton; TF ELMS, London Central;
ENG YM YIN, Singapore; S ENGLAND, Preston;
RT ENNIS, Meldenhead; SS ENTEBANG, London North;
BN EPASINGHE, Colorabo; CW ERASMUS, Cape Town;
AF ESCOTT, Leede; J EVA, Birningham; JM EVANS,
Newport, MS EVANS, Sheffleid; PA EVANS, Worthy Down;
RM EVANS, Swanses; CA EVERITT, Covertity; DF EWAN,
Majdenhead; AG EWER, Durben; S EXTON, Meldenhead;

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A IOVIERO, London West; DE IVINS, Johannesburg; HD TYER, Dubei;

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D LAI CHIN KON, Johannesburg: LAI CHIN KENG, Kuaks
Lumpur, LAI GAIK HOON, Persing: R LAI LLING CHOI,
Norg Kong: B LAI YIU WING, Hong Kong; XE LAING,
Swindon; LAM WING CHIU, Hong Kong; D LAMB, London
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Prestor: AH LANE, Kingston Upon Thames: CJ LANG,
Cambridge; M LANGFORD, Cambridge; AT LANTYAN,
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GC LARNER, Swindon; KI LARTEY, London South,
LAU MEI MO, Kuals Lumpur; J LAVU, Lusska;
BS LAWLOR, Waserbord; CB LAWPS-NCE, Maddenhesd;
DG LAWRIE, Aberdeen; PEA LAWS, Worthy Down:
M LAWSON, Wednesbury; NB) LAWSON, Southamplott;
CA LE POIDEVIN, Bournemouth; GM LE ROUX, Durban,
TK LEA, Chalmsford; GP LEACH, Maddenhesd, JA LEARY,
Corb; KN LEE, Aberdeen; LIEE, Kuals Lumpur;
LEE CHEH, Penang; LEE HAU CHERN, Penang;
LEE HENG HWAN, Kuals Lumpur; LEE KON LIAN, Kuals
Lumpur; LEE MING SUN, Penang;

LEE SEOK IN-ENG. Penang: LEE SIEW KEONG, Penang; LEE SCON CHIN, Kuele Lumpur; LEE SUAT CHENG; Penang: AR LEEKS, Kingston Upon Yimmes; KM LEEKS, Ipswert: KHD LEELANANDA, Bahran; JT LEES, Manchester: DC LEGGE, Birmingham; AME LENNON, Dubhit: LEONIG CHOON HOONG, Kuele Lumpur; LEONIG SENG POH, Kuele Lumpur; KI LESLIE, Carettit, SD LESLIE, Cape Town; SC LEUNG, London Central: LEUNG KWOK HUNK, Hong Kong: LEUNG YU SUM, Hong Kong: LEW MAM SENG, Kuele Lumpur; BB LEWIS, London North; W LEYLAND. Wigan; LI CHI YUEN, Hong Kong: LEW MAM SENG, Kuele Lumpur; BB LEWIS, London North; W LEYLAND. Wigan; LI CHI YUEN, Hong Kong: LEW MAM FONG. Kuela Lumpur; LIM CHOW HONG. Kuela Lumpur; LIM CHOW HONG. Kuela Lumpur; LIM GEOK ENG, Huit; LIM HOCK NGEE, Penang; LIM JEW LAI, Kuela Lumpur; LIM MENB CHENG, Johor Bahn; LIM SIAULENG, Kingla Lumpur; LIM TEAN HONG, Kuela Lumpur; HI LOYE, Lumo; MI LOKG, Worthy Down: TS LOONY, Lumo; RI LOYE, Lumo; KI LOW, Kuela Lumpur; HI LOYE, Lumo; RI LOYE, Lumo; KI LOW, Kuela Lumpur; HI LOYE, Lumo; RI LOYE, Lumo; LIM THE WENG, Kuela Lumpur; LIM TIMM, Norangham, IK LUND, Resedng, SI LUNN, Cambridge; CD LUSWATA, London Cartral; TG LYNCH, Cort; MI LUMB, Norangham, IK LUND, Resedng, SI LUNN, Cambridge; CD LUSWATA, London Cartral; TG LYNCH, Cort; MI LONG; SU LUNN, Cambridge; CD LUSWATA, London Cartral; TG LYNCH, Cort; MI LONG; CD LUSWATA, London Cartral; TG LYNCH, Cort; MI LYONS, Souhampton;

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MUZAFAR B HLISSAIN, Kusta Lumpur, JM MWAMBAZI, London Ceritral; D MYERS, Stoke;

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Pretoria: AK O'LOWU, London Central; NS OMAR,
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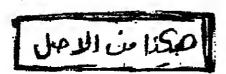
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